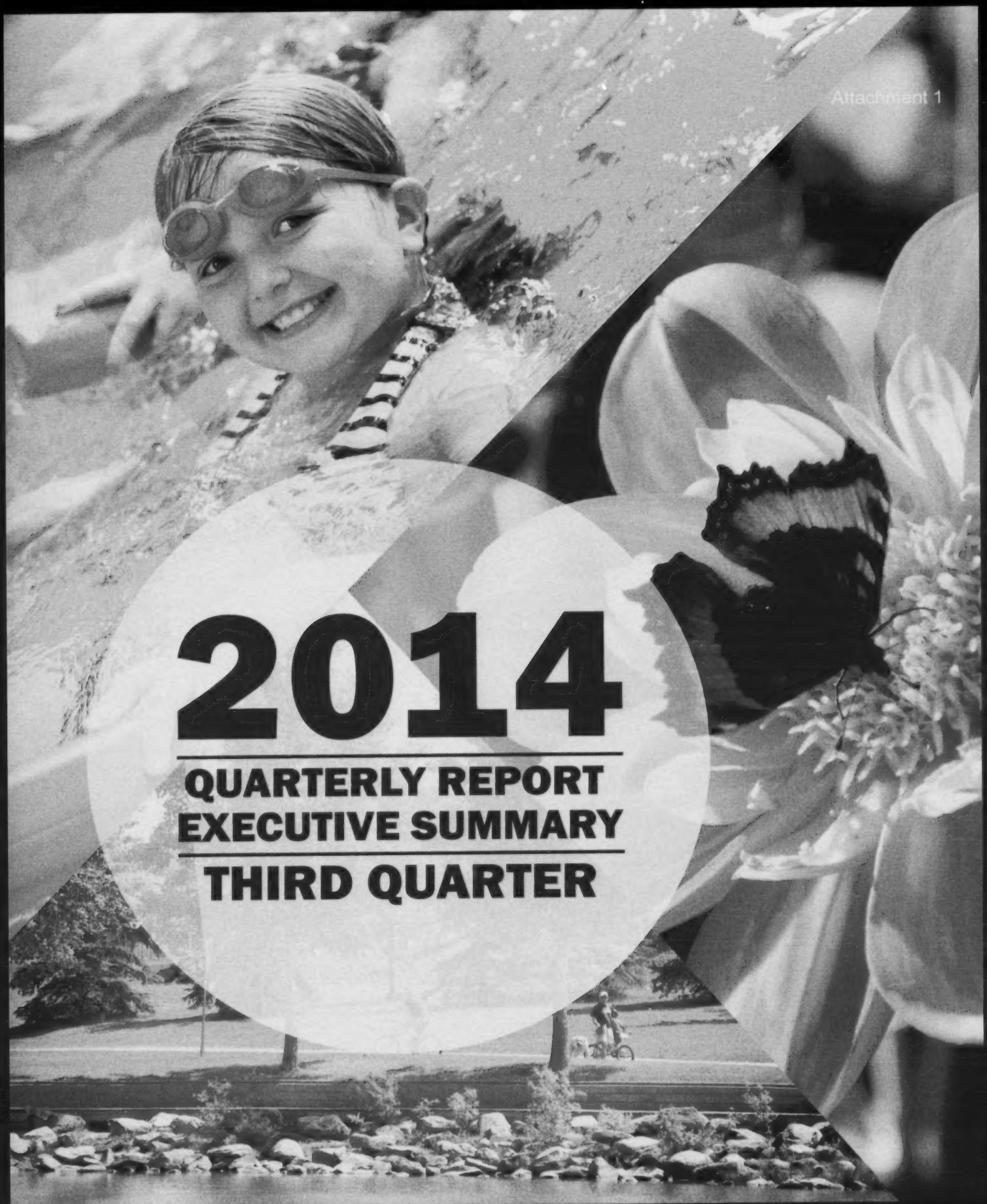

2014

QUARTERLY REPORT EXECUTIVE SUMMARY

THIRD QUARTER

2014 Quarterly Report – Third Quarter
Executive Summary

The City of St. Albert 2014 Corporate Quarterly Report – Quarter Three is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending September 30, 2014 related to Council's Goals and Priorities that were approved by Council in February 2014 and are in Council Policy C-CG-02 Council's Goals and Priorities and Administration's other major projects.

The Financial Summary is also part of the Quarter Three Report and an online performance dashboard that can be accessed through the City's website or the following link:

StATRACKER - Performance Dashboard - City of St. Albert

Quarter Three Progress Update

The following section provides an overview of progress made in Quarter Three 2014 towards Council's Goals and Priorities. For a more detailed progress update, please review the 2014 Quarterly Report – Council Goals and Priorities and Major Projects Status Update.

Outcome: Cultivate Economic Prosperity

A diversified, robust and resilient economic foundation to support growth and community service delivery.

Quarter Three activities include:

- A request for proposal was prepared to be issued in Quarter Four for development of the high level framework for the employment lands. The concept plan will be presented to Council in late January 2015.
- The Entertainment Demand Study is underway with public engagement taking place from September 24 to October 14, 2014. The final report will be available by the end of November 2014.
- The Capital Region Economic Development Alliance approved the Memorandum of Understanding and the strategic framework for the Alliance. A consultant will be hired to act as the main principle administrator for the Alliance.
- Intermunicipal servicing study to explore joint servicing initiatives is ongoing with draft report expected in January 2015.
- Functional alignment and design study for St. Anne Street re-alignment was awarded and public consultation has commenced with design expected to be complete by the end of December.

Outcome: Cultivate a Historic, Creative and Active Community

A vibrant and involved community with a variety of culture, recreation and heritage opportunities.

Quarter Three activities include:

- The corporate analysis for projected future full-time employee needs is underway and is planned to be completed by December 31, 2014 to help determine City's future office space needs.
- Work continues on the Facility Prioritization Model that will be used to determine time and population triggers to expand recreational facilities. A draft model is expected to be presented to Council by January 2015.
- Work continues on restoration of the historic Cummingham and Hogan houses at the Heritage Sites.
- Youth Festival planning continues. In total, nine workshops will be offered with battle of the bands, open microphone, dance and concert events. A number of community businesses and organizations are supporting the festival. The festival will run October 17 and 18, 2014.

Outcome: Cultivate a Green Community

A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.

Quarter Three activities include:

- Progress is being made towards review of the noise attenuation policy and standards for community rail and arterial roads. The final report is expected to be completed by the end of Quarter One 2015.
- The Sturgeon River Watershed Alliance Steering Committee met in September and approved the 1-3 year workplan proposed by the Technical Advisory Committee including applying for a Community Partnership Grant to complete an Integrated Natural Areas Assessment for the watershed.
- Council approved the Salisbury Park location for the new air quality station. Administration is proceeding with completing an agreement with Alberta Environment and Sustainable Resource Development and initiating the development process. If the development permit is approved, the air quality monitoring station is anticipated to be constructed in 2015.
- A draft Urban Forest Policy was presented to Council. As per Council direction, Administration will seek review and input from the Environmental Advisory Committee and will report back to Council on December 4, 2014.
- On September 21, the City partnered with TD Canada Trust and Tree Canada to host a community planting of 181 white spruce trees by approximately 50 volunteers in the Grey Nuns White Spruce Park.

Outcome: Cultivate Excellence in Government

A responsive, accountable government that delivers value to the community.

Quarter Three activities include:

- Administration continued the 2014 Continuous Improvement Program and made progress on the following three projects:
    - Development Application Process Review – City's development process has been mapped, including timelines, the Capital Region comparator timelines have been captured and are being benchmarked. A survey of developers is being finalized with key stakeholders providing feedback. Once feedback is captured and reflected in the survey, it will be sent out. Next step is to analyze the survey results and complete the final report with recommendations.
    - Public Communication, Consultation and Engagement – Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken to find a web-based program to assist in facilitating more resident "polling" activities and some concepts for providing opportunities for topical conversations. Administration has determined that an update, dialog and further direction is required on this matter and a status report to Council is being prepared for early December on this topic.
    - Service Levels Benchmarking – An inventory highlighting core external services offered by the City of St. Albert and their service level standards has been generated. The service standards are identified as Council approved (bylaw or policy) or non-Council approved (i.e. budget approved/norm, industry regulated, legislated, department plans, or other). The inventory currently contains some gaps, which will be filled gradually as information becomes available. The project has experienced some delays in the first year deliverables. Sufficient time and efforts are being allocated to accurately capture and articulate the City of St. Albert's services and service level standards prior to engaging in the benchmarking process, in order to ensure appropriate comparison and results. The benchmarking component of the project has been pushed to take part in early 2015.
- The C-FS- 14 Utility Fiscal Policy was approved on September 22, 2014. Proposed 2015 utility rates will be presented to Standing Committee of Finance on October 14, 2014.
- On September 1, 2014, the Animal Bylaw came into effect. An online survey was launched and will be in place for one year for community members to provide feedback into the off-leash sites.
- Research is currently underway to inform the development of a Corporate Performance Management model. The intent of this model is to provide a roadmap to enhance City's existing strategic/operational planning, budgeting, management, evaluation, performance measurement and reporting process. It is

anticipated that this work would inform the development of a performance measurement Council policy to provide direction for the creation, alignment and reporting of performance measures across the organization.

- The Community Sustainability Committee including two members of Council and five members of the public have met eight times since May and have approved the public engagement plan for Phase I of the project, including input into the survey questions, comments on the proposed graphic themes and participating in public engagement capacity building exercise. The first phase of the public engagement was completed in September and the Committee will be taking the input from residents and distilling it into a draft vision, values and key themes/pillars. Phase 2 of the public engagement will take these draft statements back to the public for their comments. The final report will be presented to Council for approval in Quarter One 2015.

Outcome: Cultivate Sustainable Infrastructure and Services

A growing community that has balanced development and management of civic facilities, transportation networks and related services.

Quarter Three activities include:

- The Alberta Smart City Alliance held a large provincial symposium on September 18, 2014, drawing nearly 250 delegates and attracting a considerable number of high profile speakers. Next steps for the Alliance will be reviewed by the Alliance Executive Committee in November 2014. The City's Smart City Master Plan Steering Committee also continues to progress in its work, currently meeting with stakeholders and continuing to gather intelligence. Detailed committee reviews, public consultations, and strategy development will continue through 2014 and 2015, with final Council consideration in Quarter Four 2015.
- Stage 1 for the extension of Edmonton's LRT into and through St. Albert continued with two public meetings in June. The recommendation for the preferred corridor is expected to be presented to Council in Quarter Four. Stage 2 will define a recommended LRT alignment within the corridor by December 2015.
- A business case was developed for Council's consideration during the 2015 budget deliberations, to provide transit services to growth areas. Design for service extension/restructure for Erin Ridge North commercial and multifamily areas was completed for Quarter Three implementation. An extension of the Route A14 to Costco was implemented in September 2014.

Outcome: Cultivate A Safe, Healthy and Inclusive Community

A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.

Quarter Three activities include:

- The functional plan for the 50+ Club building was completed. The expansion designs will be created and showcased to the community in an Open House

forum planned for November, 2014. From there, the project will move into the detailed design stage. Completion of the project is planned for July, 2016.

- The Safe Journey to School program consulting group completed all Public Open Houses, an online Public Engagement Survey, stakeholder focus group meetings and engineering reviews at several schools. The remaining engineering reviews, student questionnaires and best price research will be undertaken in Quarter Four 2014. The final report, including recommendations for the City and each school in St. Albert will be presented to Council in Quarter One 2015.
- The Asset Development Strategy was refocused to develop a community response to meet the needs of youth. Administration is developing a strategy to implement a continuum of services and support for St. Albert youth. The Youth strategy is on the schedule to be presented in January 2015.
- Draft Social Development Policy was presented to Council in September. Resident and stakeholder feedback will be gathered and incorporated for January 2015 presentation to Council for approval.
- This season, 78 block parties were registered. In addition, Neighbourhood Network Initiative is developing neighbourhood roadmap to assist with connectivity among residents.

Performance Indicators

An online performance dashboard provides an update on a number of corporate performance indicators organized in four categories. The online dashboard can be accessed on the City's website or via the following link:

StATRACKER - Performance Dashboard - City of St. Albert

The following indicators were updated with new data in Quarter Three:

- Building Construction Value Per Quarter
- City Employee Retention Rate
- Criminal Code Incidents Per 1000 Capita per Quarter
- Drop-in Program Participation per Quarter
- Landfill Diversion Rate
- New Business Licences per Quarter
- Registered Program Participation per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at City Spaces
- Total Emergency Response Time
- Total Number of 911 Calls Received per Quarter
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita per Quarter

Major Projects Status Update

In addition to Council Goals and Priorities, Administration has 93 major projects in progress, including:

- Lacombe Park Master Plan - The Open House was held on September 27. Feedback was collected from approximately 70 attendees. The Park Master Plan will be complete by Quarter Four 2014.

- Rotary Park - Formal opening ceremonies for Rotary Park were held on September 20 and included members of St. Albert City Council, MLA Stephen Kahn and MP Brett Rathgerber. Minor deficiencies and tree replacement is still required on the Park, which will be completed in spring 2015.

- Spruce Up St. Albert - City Wide Clean-up was held on September 20 in conjunction with the opening of Rotary Park. There were 90 participants at the event collecting 661lbs of garbage throughout St. Albert.

- New City Website – The new website launched on July 25 and benefitted from a series of feature additions and performance enhancements during the quarter. Separate Economic Development websites for business, tourism and resident attraction were fully consolidated, while significant progress was made on similar properties supporting Recreation and Parks and Cultural Services departments.

Training sessions for key staff were performed and continuing efforts are underway to support secondary users with the transition.

- 2014 Census Report - A detailed report has been developed to inform the community of the results of the 2014 census. Administration used an "info-graphic" approach to assist readers in digesting the information. The 2014 census report is anticipated to be released to the community on October 16, 2014, followed by a formal news release.

- Online Citizen Budget Tool – Administration worked with a third party provider to develop an "Online Citizen Budget Tool". The intent of this tool was to obtain feedback from residents on how they would like to see their tax dollars allocated for the existing services that the City delivers. The consultation ran from July 11 to August 22 and received 378 visitors, with 105 residents completing the survey. This represents a response rate of 28%. The results of the public consultation were received by Council during the September 8 Standing Committee of Finance meeting for their consideration during the 2015 Budget deliberations.

- Provincial Government Relations and Advocacy Strategy – Administration engaged an external advisor to prepare the strategy that was presented to Council in August. The strategy is being updated with input from Councillors on advocacy issues that they wish to champion. In Quarter Four a full-time Government Relations Manager will assume responsibility to coordinate implementation of the strategy.

For a more detailed progress update for Quarter Three Council Goals and Priorities and Major Projects Status Update and Financial Summary, access the 2014 Quarterly Report, Council Goals and Priorities and Major Projects Status Update.

2014

QUARTERLY REPORT
COUNCIL GOALS AND PRIORITIES
& MAJOR PROJECTS STATUS UPDATE

THIRD QUARTER

Council Goals and Priorities and Major Projects Status Update Report
Quarter Three 2014

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing 2014 Q1	2014 Q2	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016	2017	Status*	Quarter Three Status Update
City Manager Office	Employment Lands Plan Framework	**Goal:** Create an attractive environment to do business in St. Albert that results in a diversified tax base. **Priority:** Ensure we have land available for a variety of non-residential uses.	1. Council Outcome - Economic Prosperity													The terms of reference has been translated into a Request for Proposal, which will be issued in Q4 2014, for completion by the end of 2014. The intent is the high level framework for the employments lands. The Concept Plan will be presented to Council in late January 2015.
Economic Development	Demand Studies	**Goal:** Create an attractive environment to do business in St. Albert that results in a diversified tax base. **Priority:** Develop demand studies for the hotel, entertainment and commercial property industry sectors.	1. Council Outcome - Economic Prosperity													Retail Demand study was provided to targeted retailers and retail marketers. Follow-up calls were undertaken to provide additional information requests. The Hotel Demand Study was completed and implementation plan was developed for immediate distribution to potential investors; hotel nearing construction in South Campbell. The Entertainment Demand Study is well underway with public engagement taking place from September 24 - October 14. Final report will be delivered to Economic Development by November 25, 2014.
Economic Development	Business Incubation Strategy	**Goal:** Foster business retention and expansion of local businesses. **Priority**: Work with NABI to further develop the business incubation strategy.	1. Council Outcome - Economic Prosperity													Letters were sent to organizations/individuals identified in the terms of reference. Background research for the first meeting has been completed. The first committee meeting will be held in November 2014.
Economic Development	Export Alliance	**Goal:** Foster business retention and expansion of local businesses. **Priority**: Promote the Capital Region Export Alliance to expand Economic Development.	1. Council Outcome - Economic Prosperity													The Capital Region Export Development Alliance has approved the Memorandum of Understanding and the strategic framework for the Alliance. A consultant will be hired in Quarter Four 2014 to be a principle administrator of the Alliance.
Economic Development	Shop Local Concept	**Goal:** Foster business retention and expansion of local businesses. **Priority:** Help develop, support and promote the concept of Shop Local.	1. Council Outcome - Economic Prosperity													No work took place on this project in Quarter Three. Resources were assigned to other project's with higher priority.
Economic Development	Concerto Economic Development Initiative	**Goal:** Foster business retention and expansion of local businesses. **Priority:** Join the initiative to increase the economic contribution an prosperity of Francophone's within St. Albert and the region.	1. Council Outcome - Economic Prosperity													Administration prepared materials for Council representative Prefontaine's first Concerto meeting.
Engineering Services	Servicing requirements for growth	**Goal:** Create an attractive environment to do business in St. Albert that results in a diversified tax base. **Priority**: Explore front-end servicing of lands for commercial and industrial development.	1. Council Outcome - Economic Prosperity													Intermunicipal servicing study with Sturgeon County to explore joint servicing initiatives is ongoing with draft report expected in January 2015. Engineering is bringing forward three key off-site levy policies to provide clarity and certainty with respect to front-ending of off-site levy projects in November 2014. Engineering is also examining other possible front-ending funding options to complete servicing of the employment lands.
Planning and Development	St. Anne Street Realignment	**Goal**: Encourage a vibrant downtown core. **Priority:** Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	1. Council Outcome - Economic Prosperity													Functional Alignment and Design Study Request for Proposals was awarded to MacElhanney. Public consultation is being planned with design expected to be completed by December. Construction tender expected January 2015. Initial designs was drafted and stakeholder engagement is being planned.
Planning and Development	Downtown Residential Density	**Goal:** Encourage a vibrant downtown core. **Priority:** Identify opportunities to increase downtown residential density	1. Council Outcome - Economic Prosperity													The project that will address this goal is Downtown district update in Land Use Bylaw
Recreation and Parks	Events at Servus Place	**Goal:** Promote current and future tourist attractions and events. **Priority:** Explore the feasibility of increasing the number of events held at Servus Place.	1. Council Outcome - Economic Prosperity													Staff are currently exploring opportunities for events in the 2014/2015 season. Administration is currently analyzing the historical and potential future event opportunities and business practices at Servus Place.
City Manager Office	Civic Space Needs	**Goal:** Respond to the needs of a growing community. **Priority:** Address library and other civic space needs.	2. Council Outcome - Historic, Creative and Active Community	Build St. Albert Business Plan												The analysis for projected future full-time employee needs is underway and is planned to be complete by December 31, 2014 to help determine the City's future office space needs.

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Environment and Sustainability	State of the Sturgeon River Watershed Report	**Goal:** Protect and maintain the Sturgeon River watershed. **Priority:** Work with the region on a watershed plan. Following recommendation from the report, the purpose of this project is to establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.	3. Council Outcome - Green Community	Sturgeon River Watershed																			About 20 members of the Sturgeon River Watershed Alliance (SRWA) Steering and Technical Advisory Committees had a tour of the watershed on September 19th. The tour included six stops within the watershed including a stop at Lion's Park to talk about the new grit interceptor and outfall construction. The Steering Committee met on September 29th and approved the three year work plan proposed by the Technical Advisory Committee. This includes applying for a Community Partnership Grant to complete an Integrated Natural Areas Assessment for the watershed.
Environment and Sustainability	Environmental Monitoring and Remediation - Former Public Works Yard at 7 Riel Drive	**Goal:** Strive to become a leader in environmental stewardship. **Priority:** Implement the former Public Works yard remediation program to remove salt contaminated soil and reduce environmental risk to the Sturgeon River.	3. Council Outcome - Green Community																				The remediation project for the removal of approximately 2,000 cubic meters of salt contaminated soils at the former public works site was initiated in September and is planned to be completed by the end of October.
Environment and Sustainability	Water Conservation Bylaw	**Goal:** Promote sustainable urban development. **Priority:** Develop a Water Conservation Bylaw. New residential or commercial development or major renovations will require a permit to install low-flow water fixtures in an attempt to meet City's target for reducing water consumption.	3. Council Outcome - Green Community																				Administration was directed by Council on June 23 to develop a Water Conservation Bylaw that would include low flow fixtures and outdoor water usage by Quarter One 2015. Administration has been working with the Environmental Advisory Committee to develop principals for the outdoor water use portion of the bylaw. These principals will be used in the drafting of a new Water Conservation Bylaw.
Environment and Sustainability	Environmental Master Plan Five-year Update	**Goal:** Strive to become a leader in environmental stewardship. **Priority:** Complete the Environmental Master Plan update and related policy. The Environmental Master Plan is the basis for future environmental plans and initiatives that contribute to attaining the City's environmental goals and improving its overall environmental performance.	3. Council Outcome - Green Community	Environmental Master Plan																			This project is complete.
Environment and Sustainability	Air Quality Monitoring Station	**Goal:** Reduce the release of pollutants into the air, land and water. **Priority:** Install the air quality monitoring station to provide long-term baseline information on the city's air quality.	3. Council Outcome - Green Community	Air Quality Monitoring																			Council approved the Salisbury Park location for the new air quality station on July 14. Administration is proceeding with completing an agreement with Alberta Environment and Sustainable Resource Development and completing the development process. If a development permit is issued, residents within a 100 metre radius of the station will be notified and the notification will include information on the new air quality monitoring station including visuals. If the development permit is approved the air quality monitoring station is anticipated to be constructed in 2015.
Environment and Sustainability	Green Gas Local Action Plan	**Goal:** Reduce the release of pollutants into the air, land and water. **Priority:** Complete the Greenhouse Gas Local Action Plan to assist in reducing energy consumption and greenhouse gas (GHG) emission for the City, its residents and businesses.	3. Council Outcome - Green Community	Greenhouse Gas Emissions																			Work on the Greenhouse Gas Local Action Plan will focus on the recommendations related to energy measurement and benchmarking for major City facilities and the development of a policy related to new City facilities.
Environment and Sustainability	Green Energy Generation	**Goal:** Strive to become a leader in environmental stewardship. **Priority:** Support green energy generation (e.g. solar and/or geo thermal).	3. Council Outcome - Green Community	Greenhouse Gas Emissions																			No update for Quarter Three.
Environment and Sustainability	Natural Areas Assessment Plan	**Goal:** Preserve and manage trees, parks and natural areas. **Priority:** Implement the Natural Areas Assessment Plan and develop natural areas policy.	3. Council Outcome - Green Community																				The Natural Areas Assessment and Prioritization project was carried over from 2013 due to emerging issues which could potentially change the scope of the study. Administration will be reassessing the project and presenting potential scope changes to Council in Quarter Four.
Environment and Sustainability	Sedimentation and Erosion Control Plan	**Goal:** Protect and maintain the Sturgeon River watershed. **Priority:** Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.	3. Council Outcome - Green Community																				Construction at Outfall #7/ Children's Bridge is ongoing and is behind schedule due to unknown groundwater conditions. Work will be completed in November 2014. Design for Outfall #4/ Meadowview Lane is ongoing. Engineering will be assessing success of program to date and providing an update to Council in 2015.

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Engineering Services	St. Albert Trail Corridor Safety review	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Complete the St. Albert Trail and Boudreau Road corridor safety review to address prevailing safety issues.	5. Council Outcome - Sustainable Infrastructure and Services													Traffic data collection has commenced and will continue over the next quarter.
Engineering Services	St. Albert Trail Pedestrian Sidewalk Upgrades	**Goal:** Enhance St. Albert Trail. **Priority**: Continue to construct sidewalks along the St. Albert Trail.	5. Council Outcome - Sustainable Infrastructure and Services													Work is ongoing on pedestrian sidewalk upgrades with completion expected by the end of Q4.
Engineering Services	St. Albert Trail Median and Boulevard Enhancement	**Goal:** Enhance St. Albert Trail. **Priority:** Enhance the St. Albert Trail Median and Boulevards.	5. Council Outcome - Sustainable Infrastructure and Services													Project is complete and landscaping will be maintained under warranty by the contractor for two years.
Planning and Development	Land Use Bylaw Review and Update	**Goal:** Encourage innovative and progressive development. **Priority:** Review the Land Use Bylaw	5. Council Outcome - Sustainable Infrastructure and Services													Administration has initiated background research to inform the land use bylaw review and update. Additional procedures and a policy will be developed in 2015.
Public Works	Service Standard Policy for Benches, Bus Stops and Garbage Cans.	**Goal:** Improve existing community assets and services. **Priority:** Develop a service standards policy for benches, bus stops and garbage cans.	5. Council Outcome - Sustainable Infrastructure and Services													Some Administrative procedures are already in place. The Policy will be developed in 2015.
Strategic Services	SMART City Master Plan Development and Alliance	**Goal:** Encourage innovative and progressive development. **Priority**: Support the Smart City Master Plan and Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.	5. Council Outcome - Sustainable Infrastructure and Services													The Alberta Smart City Alliance held a large provincial symposium on September 18, 2014, drawing nearly 220 delegates and attracting a considerable number of high profile speakers. Next steps for the Alliance will be reviewed by the Alliance Executive Committee in November 2014. The City's Smart City Master Plan Steering Committee also continues to progress in its work, currently meeting with stakeholders and continuing to gather intelligence. Detailed committee reviews, public consultations, and strategy development will continue through 2014 and 2015, with final Council consideration in Quarter Four 2015.
Transit Services	LRT Functional Alignment Study	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Complete the Light Rail Transit (LRT) functional alignment study. A study for the extension of Edmonton's LRT into and through St. Albert.	5. Council Outcome - Sustainable Infrastructure and Services													Stage 1 work continued with two public meetings in June 2014. Recommendation of a preferred corridor is expected to be presented to Council in Quarter Four. Stage 2 will define a recommended LRT alignment within the corridor by December 2015.
Transit Services	Park and Ride Transit Centre Land Agreement	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Develop a park and ride location and plan. Develop a lease agreement with the City of Edmonton and the	5. Council Outcome - Sustainable Infrastructure and Services													Administration is continuing coordination with the City of Edmonton and the Province of Alberta on a lease/sublease arrangement for the land at the chosen site.
Transit Services	Park & Ride Transit Centre Project	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Develop a park and ride location and plan. Provision of park and ride facility on surplus Transportation Utility corridor lands for St. Albert Transit users aiming to increase ridership.	5. Council Outcome - Sustainable Infrastructure and Services													Geotechnical work has been carried out. Due to land options project cost updates were put on hold. Construction budget for the project was moved to the 2015 budget year. Interim Park and Ride options were presented to Council in September 2014 and Transit is pursuing an interim Park and Ride site based on Council's direction.
Transit Services	Growth Areas For Transit Service	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Support growth-area transit service to higher density residential areas.	5. Council Outcome - Sustainable Infrastructure and Services													A business case was developed to provide services to growth areas for 2015. Design for service extension/restructure for Erin Ridge North commercial and multifamily areas was completed for Quarter Three implementation. An extension of the Route A14 to Costco was implemented in September 2014.
Transit Services	CRB Transit Governance Review	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Participate in the Regional transit Commission Assessment. Business Case analysis for creating a Capital Region Transit Commission is being completed by the CRB, Transit Committee.	5. Council Outcome - Sustainable Infrastructure and Services													Administration commented on the draft findings from the consultant in Quarter Four 2013 and after a presentation to the Capital Region Board by the consultant in Quarter Two 2014 Transit provided comments on the consultants report in Quarter Three.
City Manager Office	Expansion of North Ridge Lodge	**Goal:** Encourage the development of an inclusive community that is age friendly. **Priority:** Advocate for expansion of North Ridge Lodge	6. Council Outcome - Safe, Healthy and Inclusive Community													This project is linked to the Land Strategy. The strategy was completed, including strategic initiatives for implementation in 2015 and was presented to Council on September 2, 2014. The options will be developed by January 2015 and presented to Council as part of the Facility Prioritization Model.

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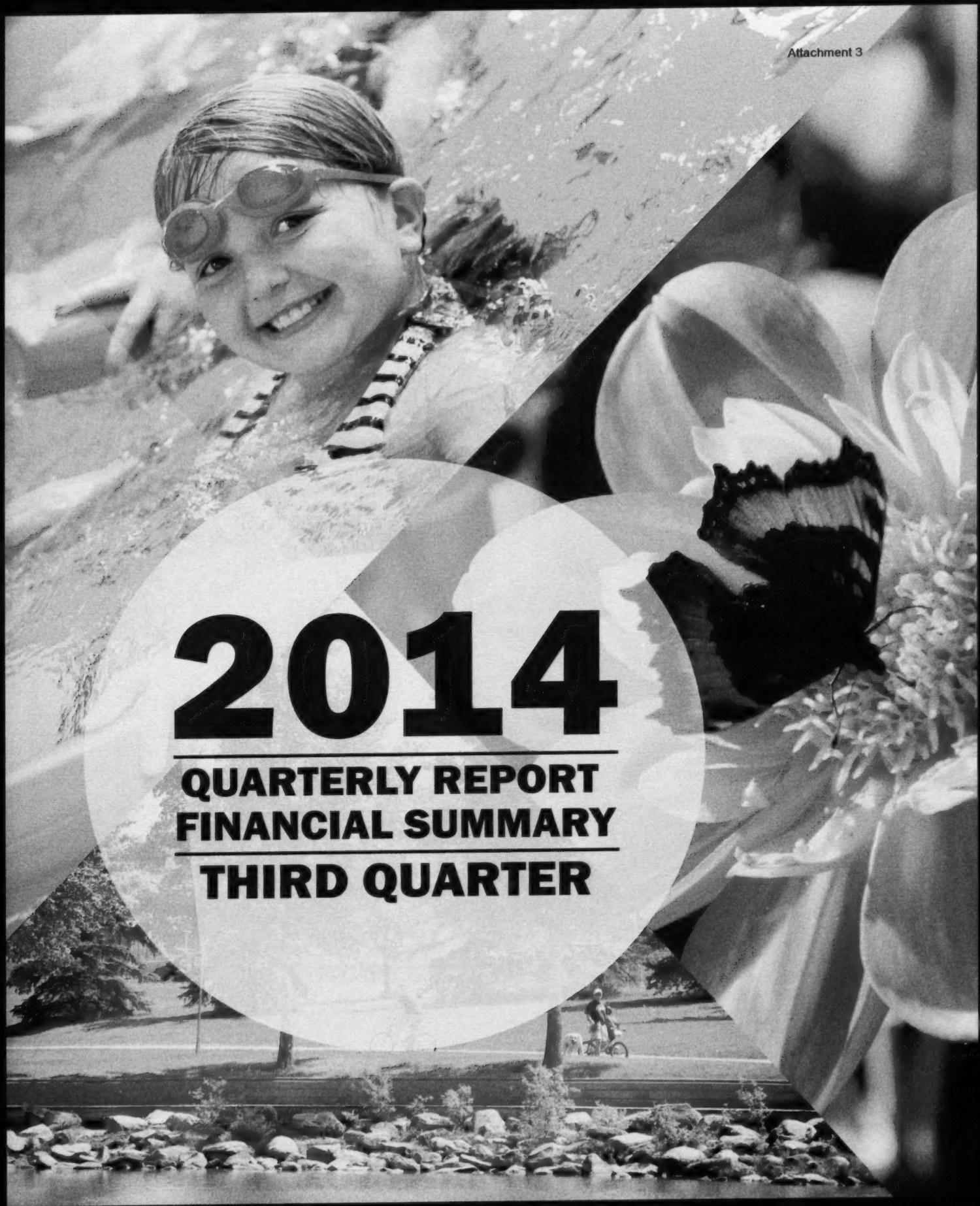
Environment and Sustainability	Ray Gibbon Drive Environmental Approval Monitoring	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	Legislative Requirement																				Monitoring will continue until 2018 and a final report will be submitted to Department of Fisheries and Oceans.
Environment and Sustainability	Environmental Monitoring and Remediation - Riel Park redevelopment of former landfill	Remediation and monitoring requirements as per Environment Canada Inspector's Direction issued to the City in 2004 and updated in 2007, as well as Alberta Environment Code of Practice for Landfills. Capping and grading of former landfill at Riel park completed from 2007 - 2013. A Landfill Closure Plan and Final Report is required by March 31, 2015 as per Environment Canada Inspector's Direction. Annual monitoring will be required for a minimum of 25 years.	Legislative Requirement																				Annual water quality monitoring was completed in May and September. Administration is working on the final closure report to be submitted to Alberta Environment and Sustainable Resources and Environment Canada by March 31, 2015.
Planning and Development	Long-term School sites framework	Develop a city-wide framework for school site locations that could include number and size of sites, site configuration and associated recommendations and guidelines.	Legislative Requirement																				The project is delayed due to workload demands. The report was presented to Council and sent to school boards for response by December. Administration will returning to Council with finalized report in Quarter One 2015.
Planning and Development	Carrot Creek - LUB Update	Update Designated Flood Line in LUB to include the west side of Carrot Creek.	Legislative Requirement																				Land Use Bylaw amendments were completed and are currently in circulation with tentative date to Council by Quarter One 2015.
Information Technology	Long Term Technology Plan	To plan and document the strategic direction the IT Services Department (including GIS) should take over the planning period in order to best support the strategic plans and business requirements of the City.	Long Term Department Plan																				On August 18, 2014 Council authorized Administration to utilize the Information Technology Services Department Long Term Plan as a guiding document for information technology, geographical information systems, and related resource planning purposes.
Public Works	Snow & Ice Control Policy	Update service levels within policy and provide updated wording to clarify the policy's intent. Update existing policy to reflect current service levels and operational practices.	Long Term Department Plan	PW LTDP																			Administration is reviewing and researching best practices, weather patterns and historical budgets. This is scheduled to be presented to Council in Quarter Four.
Public Works	Poplar Tree Removal and Replacement Program	Remove and replace Hybrid Poplar trees. These trees have a short life cycle at which point they become a high safety risk to residents and property.	Long Term Department Plan																				Plantings of trees occurred in Quarter Three and will continue in Quarter Four.
Transit Services	NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit LTDP.	Long Term Department Plan	StAT LTDP																			Development and coordination with the City of Edmonton has been completed, however implementation due to LRT delays is now scheduled for February 2015.
Transit Services	Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and (No Suggestions) County.	Long Term Department Plan	StAT LTDP																			Administration is awaiting Edmonton Transit Service request to participate in the development of an Request For Proposals for the new system to be published in Quarter Four 2014. A joint GreenTRIP funding application is being developed by St. Albert, Edmonton and Strathcona and will be submitted in November 2014.
Transit Services	2015 Transit Vehicle Procurement	Procurement of growth transit buses and investigation into procurement of electric buses.	Long Term Department Plan	StAT LTDP																			Administration is researching smaller buses for local routes as well as electric buses for recommendations for the 2015 Capital growth budget. A test of a 12m electric bus was successfully conducted in August 2014. A winter test for an electric bus is scheduled for Quarter One 2015. A GreenTRIP application for 4 fully electric growth buses will be submitted in November 2014.
Transit Services	Transit Technology Implementation Phase II	Pursue technological upgrades to improve efficiency and customer attraction.	Long Term Department Plan	StAT LTDP																			Making real time transit schedule information available over the telephone through interactive voice recognition on NextBus has been implemented in September 2014. StAT schedule information was added to the Transit App Quarter Two 2014.
Transit Services	Campbell Road Transit Centre Restructure	Route and service restructuring related the proposed Campbell Road transit centre and park and ride is required prior to opening in 2016.	Long Term Department Plan	StAT LTDP																			Schedule adherence review completed in Quarter Two 2014. Review of local route structure continues following Council direction from June 2014 Committee of the Whole meeting.
Transit Services	Long Term Bus Storage/Maintenance Plan	The expansion of the existing transit facility is planned to accommodate growth of the transit fleet. Interim measures will also be designed to deal with storage and maintenance until the project is expected to be complete in 2017.	Long Term Department Plan	StAT LTDP																			Review of short term options for storage of additional buses until a long term solution is finalized. Parking design has been developed and costs for this work will be estimated in Quarter Four. Electrical service into Transit Garage will be upgraded in Quarter Four.

Transit Services	Transit By-Law Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	Long Term Department Plan	StAT LTDP											Review commenced in Quarter 4 and will be scheduled to come before Council in Quarter One of 2015.
Transit Services	Develop Policies related to Handibus Eligibility and Advisory Committee Operations	Develop Council and Administration policies to define Handibus eligibility to be reviewed by the Handibus Advisory Committee.	Long Term Department Plan	StAT LTDP											Work is in progress. The Handibus Advisory Committee reviewed policies in March 2014. Review by Legal and Legislative Services took place in Quarter Three. Presentation of Handibus policies to Senior Leadership Team was made in August 2014 and revised policies expected to be complete in Quarter Four.
Cultural Services	Development of Public Art Maintenance and Restoration Plan	The long-term plan will ensure that the City's public art collection is preserved and maintained for current and future generations.	Master Plan												No update for Quarter Three. The project has been delayed due to staffing capacities. Completion date has been moved to Q1 of 2015.
Engineering Services	Utility Master Plan	This plan will provide an engineering analysis of the City's existing utility assets and what infrastructure is required to support future growth within the City. Completion of this report will provide a useful planning and long-term budgeting tool to ensure the City can continue to support growth.	Master Plan												Report was completed and adopted by Council.
Planning and Development	Downtown Parking Strategy (DARP)	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	Other Plans												Administration engaged outside consultants to complete the report, due to ongoing staff vacancy. Report is nearly complete and is expected to go to Council in October.
Planning and Development	Downtown Approaches Study (DARP)	Develop design parameters for key gateways to Downtown.	Other Plans												Draft is being developed. Administration engaged outside consultants to complete the report, due to ongoing vacancy.
Planning and Development	Downtown Pilot Projects (DARP)	Establish pilot projects to trial ideas for downtown improvements prior to permanently implementing them.	Other Plans												Pilot Project #1 - Pop-up patios, scheduled to run June-October 2014. The plan for pop-up patios was completed and communicated to downtown businesses. No applications received to date. Pilot Project #2 - Angle Parking on Perron street has been in place for approximately one month. Majority of feedback has been positive to date and feedback continues to be monitored.
Planning and Development	Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	Other Plans												Planning took place for work that will take place later in 2014. District is to be extended to include Riverside and Millennium Heights character areas which are primarily for higher density residential development. Work has been initiated on revisions to district.
Planning and Development	Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	Other Plans												Urban Village guidelines are being drafted and are being considered in collaboration with other related work for urban villages. There has been a delay on this project due to workload demands. The completion of this work is expected by the end of Quarter Four and to Council by the end of Quarter One 2015.
Planning and Development	Population Forecast Model Update	Update model with 2014 census data and develop report	Other Plans												Awaiting census data to start this project.
Recreation and Parks	Grey Nuns White Spruce Park Management Plan	Management Plan is being created to ensure long term sustainability and direction for overall park management of the forest and park area, management of the people (users) and management of the education and awareness.	Other Plans	http://www.stalbert.ca/grey-nuns-white-spruce-park											The Committee presented the Management Plan to Council on July 7. Implementation Plan will be developed in late 2014/early 2015.



2014

QUARTERLY REPORT
FINANCIAL SUMMARY

THIRD QUARTER

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FINANCIAL REPORT

Executive Summary

Budget Position

Municipal Operating Budget (Page 6)

Municipal Operating Revenue

- $101.9 million in operating revenue recognized as of September 30, 2014 which is 77 per cent of budgeted revenue. Forecasting $134.4 million of revenue to be collected by the end of the fiscal year, which is $1.4 million higher than budget.

The forecasted revenue variance is due to the following:

- $807 thousand increase in Fire Services revenue due to AHS contract settlement and unbudgeted change orders, and an increase in Ambulance service revenue
- $588 thousand increase in Planning Revenue in Lot Grading Certificates, Permits and Subdivision fees associated with greater than anticipated permits relating to industrial, commercial and multi-family development
- $302 thousand increase in PIR/WCB rebate revenue
- $210 thousand increase from deferred revenue offsite levies to fund the completion of intersection and safety issues
- $151 thousand increase in Corporate interest income
- $140 thousand increase in recreation admission, sales and pass revenue due to increased usage
- $126 thousand increase in Family & Community Support Services relating to unbudgeted revenue from donations and programs.
- $104 thousand increase relating to rental, advertising and sponsorship revenue in Parks and Recreation
- $100 thousand increase in grant revenue from unbudgeted Capital Region grant
- $737 thousand decrease in Police revenue due to camera contract change mid year and Municipal Enforcement vacancies
- $301 thousand decrease due to revenue for Children's Festival received directly by Friends groups
- $150 thousand decrease in Transit fares and passes revenue resulting from lower than projected ridership
- $133 thousand decrease in revenue due to the delay in the Area Structure Plan for Erin Ridge North and the subsequent development deferral by developers.

Municipal Operating Expenditure

- $97.2 million spent as of September 30, 2014, which is 73 per cent of budgeted expense. Forecasting $133.5 million to be expended by the end of the fiscal year, which is $531 thousand higher than budget.

The forecasted expense variance is due to the following:

- $322 thousand increase due to PIR/WCB rebate revenue transferred to reserve
- $210 thousand increase due to additional expenses required to complete traffic intersection and safety concerns
- $252 thousand increase in Fire Services due to contract payouts as a result of the AHS contract settlement, training related to FSEPP grants received, additional equipment approved to be funded from AHS revenue and operating expenses
- $165 thousand increase in interest expense allocated to deferred revenue and interest
- $137 thousand increase in Recreation and Parks expenses due to increased usage
- $407 thousand increase in Public Works contracted services resulting from the heavy snowfall during the 2013/14 winter season as well as forecasted residential snow removal in November/December, 2014.
- $100 thousand increase in expenses association with the Capital Region grant
- $65 thousand increase in Transit as a result of higher than average claims, some of this offset by extra revenue
- $554 thousand decrease in overall salary and benefit savings due to staff vacancies offset by additional benefit costs and severance payments
- $323 thousand decrease due in Contracted Services as a result of a camera contract change mid year
- $301 thousand decrease due to expenses for Children's Festival paid directly by Friends groups

A breakdown of significant variances by Division is found on pages 8 to 10.

Administration has continued to maintain or improve current service levels, while ensuring that expenditures are held within approved limits. This has resulted in a forecast surplus of $912 thousand at the end of September. While this provides Council and Administration with a preliminary year-end estimate, it should not be viewed as final. Administration will continue to monitor both the revenues and expenditures to ensure that the City stays within the approved budget.

Utility Operating Budget (Page 7)

Utility Operating Revenue

- $23.2 million recognized as of September 30, 2014, which is 72 per cent of budgeted revenue. Forecasting $32.5 million to be collected by the end of the fiscal year; which is $207 thousand higher than budget.

The forecasted revenue increase is due to $165 thousand in additional water connection fee revenue, $17 thousand increase in flat rate charge revenues, and a $10 thousand increase in the Refuse Sticker program.

Utility Operating Expenditure

- $17.8 million has been spent as of September 30, 2014, which is 73 per cent of budgeted expense. Forecasting $24.6 million to be expended by the end of the fiscal year, which is $105 thousand over budget.

The forecasted expense increase is due to additional wages of $44 thousand as a result of first quarter variances and increased water connections, a $21 thousand increase in postage expense due to higher rates and $35 thousand increase in contracted services in water as a result of an emergent Curb Cocking Repair.

Capital Budget (Page 20)

Municipal Capital Projects

- There are 111 municipal capital projects scheduled for 2014. $51.1 million has been spent to date out of a $106.0 million cumulative budget. Numerous projects are well underway, with the construction season primarily in the second and third quarter. One major project delay is related to the Campbell Road Park and Ride for $30 million, which has been postponed until 2015.

- Some of the significant projects that are currently in progress include:
    - The Erin Ridge Trail Development Phase 2 project for $1.15 million is behind schedule due to delays from birds' nests present at the construction site. It is expected to be completed by October 31, 2014.
    - The Lacombe Park Master Plan for $172 thousand is on schedule and the Master Plan is expected to be completed by year end.

Utility Capital Projects

- There are 45 utility capital projects scheduled for 2014. $22.5 million has been spent to date out of a $58.4 million cumulative budget.

- Some of the significant projects that are currently in progress include:
    - The Sedimentation and Erosion project for $200 thousand has been behind schedule due to ground water conditions.
    - The East Water Supply Main Phase 2 project for $5.5 million is near completion and will be required to carry forward at year end for the maintenance period.
    - The Gate Avenue Lift Station Reconstruction project for $3.6 million is on schedule and on budget.

Financial Position

Reserves (Pages 15-16)

As per Policy C-FS-01, Financial Reserves, the City of St. Albert recognizes that setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects provides for property tax stabilization and contingency funding, and reduces the need for debt financing. On September 22, 2014, Council approved revisions to Policy C-FS-01, which resulted in the addition of five new reserve funds, the segregation of the Utility funds, and the consolidation of the Capital Asset Revolving Funds. As a result, the City maintains 38 reserves for operating, capital and utility purposes. The policy also requires quarterly reporting of the reserve balances. The January 2014 opening balances were $73.9 million with $22.4 million in approved net allocations and an ending forecast of $51.5 million. The September 2014 balance of $84.2 million is higher than the year-end uncommitted balance due to the timing of both capital and operating projects funded from the reserves.

Through compliance with the reserve policy, the City of St. Albert is in a solid position to ensure that any emergent financial needs and long-term replacement of equipment will be met, while maintaining a stable tax base.

Investments (Page 17)

The City continues to maintain a strong investment portfolio, with $147.4 million as of September 30, 2014. The City invests conservatively in highly liquid funds to ensure current and future obligations are met, while securing the highest rate of return.

As of September 30, 2014, the City had earned $2.0 million in investment income. Annual interest income is forecasted to be $2.5 million. As per the City's Investment Policy C-FS-02, which targets the City's investment rate of return at Government of Canada T-Bill and Bond rates, the actual rate of return realized from investments is above the Bank of Canada T-Bill and Bond rates.

Debt (Pages 18-19)

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval of the Minister of Municipal Affairs. In addition to this, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limits prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the internal debt limit. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

The City's outstanding debt as of September 30, 2014 was $50.3 million. The City's debt and debt service limits are significantly lower than the ceilings stipulated in both the Municipal Government Act and Policy C-FS-03. The City has the second lowest debt and debt service, and the lowest debt payments per capita when compared to similar municipalities.

	In Millions $		
	MGA Ceiling	Policy C-FS-03 Ceiling	St Albert Actual
Debt Limit	240.5	102.2	51.1
Debt Service Limit	40.1	17.0	6.0

Conclusion

Administration continues to operate and provide municipal services efficiently and effectively within the operating budget.

The City of St. Albert has consistently maintained a strong financial position. This is accomplished by ensuring operating and capital expenditures are closely monitored within the approved budget, maintaining a healthy reserve balance, prudently investing the City's liquid assets and maintaining low debt limits.

Operating Summary Report by Division

Municipal Operating

For the Period Ending September 30, 2014

	Sep-13 Actual YTD $	Sep-14 ACTUAL YTD $ (A)	Annual Budget $ (B)	$ Variance (B-A)	% Variance	Annual Forecast (C)	$ Variance (B-C)
Municipal Operating							
Council							
Revenue	25,734	90	5,000	(4,910)	(98%)	5,000	-
Expenses	415,555	468,397	581,100	112,703	19%	603,700	(22,600)
Division Net	**389,821**	**468,307**	**576,100**	**107,793**	19%	**598,700**	**(22,600)**
City Manager's Office							
Revenue	21,459	32,442	4,500	27,942	621%	9,700	5,200
Expenses	1,873,244	1,909,090	3,233,500	1,324,410	41%	3,028,700	204,800
Division Net	**1,851,785**	**1,876,648**	**3,229,000**	**1,352,352**	42%	**3,019,000**	**210,000**
Corporate Strategic Services							
Revenue	231,732	609,984	653,600	(43,616)	(7%)	910,800	257,200
Expenses	5,291,915	6,508,137	9,406,500	2,898,363	31%	9,350,700	55,800
Division Net	**5,060,183**	**5,898,153**	**8,752,900**	**2,854,747**	33%	**8,439,900**	**313,000**
Community & Protective Services							
Revenue	18,091,435	18,354,147	23,333,300	(4,979,153)	(21%)	23,612,900	279,600
Expenses	38,590,115	39,608,049	56,369,200	16,761,151	30%	55,635,400	733,800
Division Net	**20,498,680**	**21,253,902**	**33,035,900**	**11,781,998**	36%	**32,022,500**	**1,013,400**
Planning & Engineering Services							
Revenue	2,292,037	3,514,959	2,943,200	571,759	19%	3,646,000	702,800
Expenses	5,562,836	6,313,707	9,051,600	2,737,893	30%	9,307,000	(255,400)
Division Net	**3,270,799**	**2,798,748**	**6,108,400**	**3,309,652**	54%	**5,661,000**	**447,400**
Infrastructure Services							
Revenue	6,924,076	6,953,453	9,950,600	(2,997,147)	(30%)	9,846,100	(104,500)
Expenses	22,505,356	22,525,572	30,684,800	8,159,228	27%	31,118,900	(434,100)
Division Net	**15,581,280**	**15,572,119**	**20,734,200**	**5,162,081**	25%	**21,272,800**	**(538,600)**
Finance & Assessment Services							
Revenue	844,321	847,641	1,089,300	(241,659)	(22%)	1,074,400	(14,900)
Expenses	2,443,772	2,503,304	3,567,200	1,063,896	30%	3,449,600	117,600
Division Net	**1,599,451**	**1,655,663**	**2,477,900**	**822,237**	33%	**2,375,200**	**102,700**
Economic Development							
Revenue	574,142	742,073	878,200	(136,127)	(16%)	985,400	107,200
Expenses	1,031,788	1,111,030	1,594,700	483,670	30%	1,630,300	(35,600)
Division Net	**457,646**	**368,957**	**716,500**	**347,543**	49%	**644,900**	**71,600**
Capital Financing							
Revenue	38,750	300,000	300,000	-	0%	300,000	-
Expenses	11,825,845	12,550,040	14,761,200	2,211,160	15%	14,761,200	-
Division Net	**11,787,095**	**12,250,040**	**14,461,200**	**2,211,160**	15%	**14,461,200**	-
Common & Fiscal							
Revenue	67,450,371	70,570,062	93,797,900	(23,227,838)	(25%)	94,008,700	210,800
Expenses	2,802,944	3,668,311	3,705,800	37,489	1%	4,601,100	(895,300)
Division Net	**64,647,427**	**66,901,751**	**90,092,100**	**(23,190,349)**	(26%)	**89,407,600**	**(684,500)**
Gross Municipal Operations Revenue	**96,494,057**	**101,924,851**	**132,955,600**	(31,030,749)	(23%)	**134,399,000**	**1,443,400**
Municipal Operations Expenses	**92,343,370**	**97,165,637**	**132,955,600**	35,789,963	27%	**133,486,600**	**(531,000)**
Municipal Operations Net Draw On Tax Levy	**4,150,687**	**4,759,214**	-	**4,759,214**	100%	**912,400**	**912,400**

Operating Summary Report by Division

Utility Operating

For the Period Ending September 30, 2014

	Sep-13 Actual YTD $	Sep-14 ACTUAL YTD $ (A)	Annual Budget $ (B)	$ Variance (B-A)	% Variance	Annual Forecast (C)	$ Variance (B-C)
Water							
Revenue	7,944,834	8,534,216	11,077,000	(2,542,784)	(23%)	11,268,000	191,000
Expenses	5,947,040	6,151,944	8,359,400	2,207,456	26%	8,435,000	(75,600)
Transfer to Reserves	1,997,794	2,382,272	2,717,600	**335,328**	12%	2,833,000	(115,400)
Division Net	-	-	-	-	0%	-	-
Wastewater							
Revenue	7,198,372	7,919,369	10,651,200	(2,731,831)	(26%)	10,651,200	-
Expenses	6,376,392	6,425,028	8,726,100	2,301,072	26%	8,745,400	(19,300)
Transfer to Reserves	821,980	1,494,341	1,925,100	**430,759**	22%	1,905,800	19,300
Division Net	-	-	-	-	0%	-	-
Storm							
Revenue	3,142,646	3,051,945	4,638,700	(1,586,755)	(34%)	4,644,500	5,800
Expenses	832,000	916,749	1,284,200	367,451	29%	1,286,600	(2,400)
Transfer to Reserves	2,310,646	2,135,196	3,354,500	**1,219,304**	36%	3,357,900	(3,400)
Division Net	-	-	-	-	0%	-	-
Solid Waste Management							
Revenue	4,302,262	3,710,459	5,953,500	(2,243,041)	(38%)	5,963,500	10,000
Expenses	4,275,925	4,327,820	6,076,700	1,748,880	29%	6,084,900	(8,200)
Transfer to Reserves	26,337	617,361	123,200	**494,161**	401%	121,400	(1,800)
Division Net	-	-	-	-	0%	-	-
Utilities Revenue	**22,588,114**	**23,215,989**	**32,320,400**	(9,104,411)	(28%)	**32,527,200**	**206,800**
Utilities Expenditures	**17,431,357**	**17,821,541**	**24,446,400**	6,624,859	27%	**24,551,900**	**(105,500)**
Transfer To/From Reserve	**5,156,757**	**5,394,448**	**7,874,000**	**2,479,552**	31%	**7,975,300**	**(101,300)**

Explanation of % Variance

- The % variance column records the percentage difference between the year to date actual and yearly budget amounts.
- Positive dollar variances indicate a favorable budget impact and negative dollar variances indicate an unfavorable budget impact.

Municipal Operating Budget to Forecast Variance

Council – $23 thousand forecasted net budget increase

Expense Increase – $23 thousand

- $16 thousand increase due to expenses associated with attending the FCM and AUMA conferences higher than budget

City Manager's Office - $210 thousand forecasted net budget decrease

Expense Decrease –$205 thousand

- $94 thousand decrease due to the Corporate Insurance Premiums being lower than budget
- $43 thousand decrease as a result of salary & benefit adjustments due to vacancies/turnovers *(see page 11)
- $42 thousand decrease as a result of anticipated outside Legal assistance expense lower than budget
- $17 thousand decrease in printing costs due to allocating out departments' colour printing

Corporate Strategic Services - $313 thousand forecasted net budget decrease

Revenue Increase - $257 thousand

- $302 thousand increase due to the PIR/WCB rebate
- $50 thousand decrease a result of not requiring full amount of transfer from reserve for IT Long Term Plan

Expense Decrease – $56 thousand

- $322 thousand increase as the PIR/WCB rebate was transferred to reserves
- $74 thousand increase in IT software maintenance costs
- $40 thousand increase in advertising expenses associated with hiring for vacant positions
- $11 thousand increase in Corporate telephone charges
- $411 thousand decrease in salary & benefit adjustments due to vacancies/turnovers *(see page 11)
- $50 thousand decrease in contracting expenses as a result of a decrease in the cost of the IT Long Term Plan
- $17 thousand decrease in costs for the Environmental Monitoring of Ray Gibbon Drive
- $11 thousand decrease as a result of operating supplies and census costs under budget

Community & Protective Services - $1,013 thousand forecasted net budget decrease

Revenue Increase - $280 thousand
Expense Decrease - $734 thousand

As Community & Protective Services have variances within many of the Departments, those with variances are presented separately.

Culture - $130 thousand forecast net budget increase

Revenue Decrease - $420 thousand

- $301 thousand decrease due to revenue for Children's Festival directly received by Friends group
- $89 thousand decrease in revenues and expenses due to projects no longer anticipated to be done
- $65 thousand decrease in grants directly received by Arden Theatre's Friends group
- $21 thousand increase in concession resulting from increased sales
- $12 thousand increase in the Arden's "Take a Seat" Campaign

Expense Decrease – $290 thousand

- $301 thousand decrease due to Artist fees for Children's Festival directly paid by Friends groups

- $89 thousand decrease in revenues and expenses due to projects no longer anticipated to be done
- $89 thousand increase in salary & benefit adjustments resulting from additional programs *(see page 11)
- $10 thousand increase in advertising costs as a result of adding in three additional professional series shows at the Arden
- $16 thousand increase in concession resulting from increased sales
- $8 thousand increase in transfers to reserve relating to Arden donations

Family & Community Support Services - $75 thousand net budget decrease

Revenue Increase - $126 thousand

- $90 thousand additional revenue for Mental Health/Student Health Initiative grants
- $36 thousand additional revenue from donations received

Expense Increase – $51 thousand

- $51 thousand resulting from additional expenses associated with Mental Health/Student Health Initiatives and donations received

Fire Services - $949 thousand net budget decrease

Revenue Increase - $855 thousand

- $204 thousand higher Ambulance service revenue
- $173 thousand higher contract settlement with AHS
- $430 thousand received in unbudgeted change orders settled and retro payment from previous contract with AHS
- $53 thousand received in unbudgeted FSEPP grant revenue

Expense Decrease –$94 thousand

- $355 decrease in salary and benefits due to staff on long term disability/ sick leave and turnovers *(see page 11)
- $131 thousand increase for additional equipment approved by Council given increase in funding from AHS
- $53 thousand in expenses associated with the FSEPP grant
- $41 thousand increases a result of the AHS contract settlement
- $14 thousand increase in uncollected ambulance revenue
- $13 thousand increase in operating supplies

Police Services - $46 thousand net budget decrease

Revenue Decrease - $553 thousand

- $737 thousand decrease due to camera contract change mid year and Municipal Enforcement vacancies
- $184 thousand increase due to new 911 Grant

Expense Decrease– $507 thousand

- $323 thousand decrease in contracted services as a result of camera contract change mid year
- $175 thousand decrease in salary & benefits due to vacancies/turnovers *(see page 11)
- $9 thousand decrease in supplies due to vacancies

Recreation and Parks - $166 thousand net budget decrease

Revenue Increase - $272 thousand

- $140 thousand increase in admission, sales and pass revenue due to increased usage
- $104 thousand increase from higher rental, advertising and sponsorship revenue
- $28 thousand increase in Starbucks sales

Expense Increase – $106 thousand

- $137 thousand increase in operating, program and janitorial supplies and uniforms due to increase in usage
- $86 thousand increase due to higher than anticipated electricity consumption, and natural gas prices due to a cold winter
- $77 thousand decrease in staffing costs due to concessions being outsourced, as well as salary & benefit adjustments due to vacancies/turnovers *(see page 11)
- $25 thousand decrease in interdepartmental transfers for operations
- $10 thousand decrease in advertising and promotion expenses

Planning & Engineering Services - $447 thousand forecasted net budget decrease

Revenue Increase - $703 thousand

- $588 thousand increase in Lot Grading Certificates, permits and Subdivision fees revenue is associated with greater than anticipated permits relating to industrial, commercial and multi-family development
- $210 thousand increase from deferred revenue offsite levies to fund the completion of intersection and safety issues
- $38 thousand increase in fees associated with Area Structure Plans
- $133 thousand decrease in revenue due to the delay in completing the Area Structure Plan for Erin Ridge North and the subsequent development deferral by developers

Expense Increase – $255 thousand

- $210 thousand increase due to additional expenses required to complete traffic intersection and safety concerns
- $18 thousand increase in additional costs for traffic signal implementation and administration coverage
- $21 thousand increase in bank charges relating to increase in permit and certificate processing

Infrastructure Services - $539 thousand forecasted net budget increase

Revenue Decrease - $105 thousand

- $150 thousand decrease in Transit fares and passes revenue resulting from lower than projected ridership
- $11 thousand increase due to unbudgeted charter revenue
- $13 thousand increase due to recovered insurance claims

Expense Increase – $434 thousand

- $300 thousand increase in Public Works contracted services to carry out residential snow removal in November/ December 2014. Two of the last three years have required this, and due to early snowfall in fall of 2014, there is a good possibility that this will occur this year.
- $107 thousand increase in Public Works contracted services resulting from the heavy snowfall during the 2013/14 winter season
- $65 thousand increase in Transit as a result of higher than average claims, some of this offset by extra Revenue
- $60 thousand increase to equipment/vehicle charges due to an unplanned transmission replacement
- $12 thousand increase in Natural Gas expense
- $12 thousand increase in printing and copying due to rebranding of Transit tickets
- $10 thousand increase in contracted services with DATS for regional dispatch services
- $103 thousand decrease due to vacancies/turnovers in CUPE staff *(see page 11)
- $33 thousand decrease in Fuel and Diesel expenses than originally forecasted in the Second Quarter
- $23 thousand decrease in Transit contract and delay in Nait LRT costs were not as high as originally anticipated

Finance and Assessment - $103 thousand forecasted net budget decrease

Revenue Decrease - $15 thousand

- $50 thousand decrease due to penalty revenue reversals
- $37 thousand increase due to additional Web Tax Certificates and Mortgage Company tax inquiries

Expense Decrease - $118 thousand

- Salary & Benefit adjustments due to vacancies/turnovers *

Economic Development - $72 thousand forecasted net budget decrease

Revenue Increase - $107 thousand

- Unbudgeted Capital Region Grant

Expense Increase - $36 thousand

- $100 thousand increase related to expenses associated with the Capital Region Grant
- $15 thousand increase in program supplies
- $61 thousand decrease in Salary & Benefit adjustments due to vacancies/turnovers *
- $20 thousand decrease in subscriptions

Common & Fiscal Division - $685 thousand forecasted net budget increase

Revenue Increase - $211 thousand

- $151 thousand increase in interest income
- $40 thousand additional supplementary revenue based on anticipated growth.

Expense Increase- $895 thousand

- $694 thousand increase in severance payments and benefit costs being higher than initial budget *
- $165 thousand increase in interest expense allocated to reserves and deferred revenue
- $30 thousand increase in bank charges

* The total overall forecasted salary and benefit impact to the organization as of September 30, 2014 as a result of vacancies/turnovers, benefit cost adjustments and severance payments is a decrease of $554 thousand.

Operating Summary by Municipal Services

For the Period Ending September 30, 2014

	September 2014 Actual YTD $	2014 Net Budget $	Net Budget as a % Tax Base
Municipal Services			
Public Works	10,256,878	13,782,800	16%
Fire Services	9,280,360	12,993,900	15%
Police Services	4,729,917	7,570,300	9%
Transit Services	5,315,242	6,951,400	8%
Planning & Engineering Services	2,798,748	6,108,400	7%
By-Law Enforcement	430,603	651,100	1%
Ambulance	(812,329)	131,100	0%
Cemetery	1,114	(11,300)	0%
	32,000,533	48,177,700	57%
Economic Development			
Business & Tourism Development	368,957	716,500	1%
Community, Recreation & Culture Services			
Culture Services	5,370,897	7,415,500	9%
Recreation & Parks Services	1,585,372	3,109,000	4%
Family & Community Support Services	669,083	1,165,000	1%
	7,625,352	11,689,500	14%
Capital Financing			
Capital Financing	12,250,040	14,461,200	17%
Common & Fiscal			
Common & Fiscal	(3,161,183)	(5,113,100)	-6%
Administration & Support Services			
Information Technology Services	2,184,500	2,795,900	3%
Human Resources	1,535,510	2,423,400	3%
Financial Services	1,605,073	2,322,800	3%
Legal Services	1,227,975	1,985,500	2%
City Manager	648,673	1,243,500	1%
Corporate Strategic Services	690,447	1,006,900	1%
Legislative Services	548,327	990,900	1%
Corporate Communication	646,012	941,100	1%
Environment & Sustainabiltiy	292,243	606,000	1%
Council	468,307	576,100	1%
Assessment & Taxation Services	50,590	155,100	0%
	9,897,657	15,047,200	18%
Net Total	58,981,356 A	84,979,000 B	100%

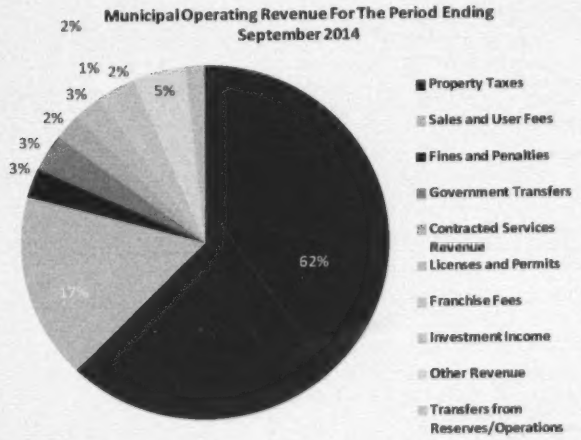
A - The net total equals the prorated municipal property tax levy for the first nine months, as well as the excess of revenue over expenses.

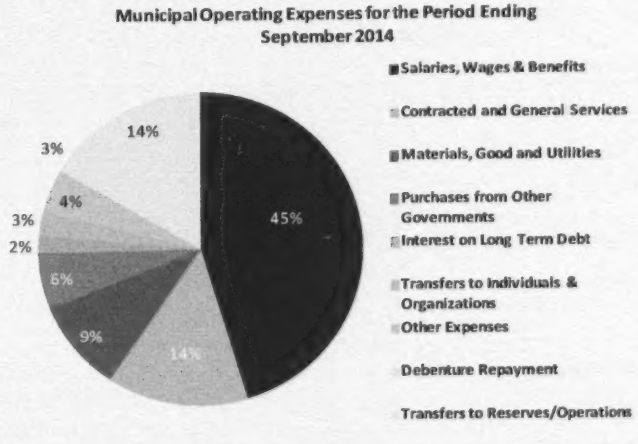
B - The 2014 net budget total is the municipal property tax levy that was approved by Council on May 5, 2014.

Municipal Operating Revenue and Expenses

For the Period Ending September 30, 2014

	September, 2013 Actual YTD $	September, 2014 Actual YTD $	Annual Budget $	Annual Forecast $
Revenue				
Property Taxes	61,104,139	63,553,345	85,179,000	85,219,000
Sales and User Fees	16,458,583	17,304,190	22,121,000	22,736,900
Fines and Penalties	2,905,499	2,702,100	4,362,300	3,575,000
Government Transfers	3,572,602	3,462,669	3,420,000	3,658,200
Contracted Services Revenue	1,827,081	2,500,038	2,567,000	3,027,600
Licenses and Permits	2,368,290	2,557,100	2,549,700	3,000,300
Franchise Fees	1,178,719	1,388,214	1,846,800	1,846,800
Investment Income	1,764,775	2,035,263	2,352,900	2,504,400
Other Revenue	4,233,867	4,755,600	5,645,900	6,002,900
Transfers from Reserves/Operations	1,080,502	1,666,332	2,911,000	2,827,900
	96,494,057	101,924,851	132,955,600	134,399,000
Expenses				
Salaries, Wages & Benefits	41,975,949	44,081,695	59,943,300	59,401,200
Contracted and General Services	13,112,325	13,758,179	22,087,500	22,179,600
Materials, Good and Utilities	8,880,581	9,183,936	12,443,100	12,892,400
Purchases from Other Governments	5,574,152	5,612,696	8,352,000	8,352,000
Interest on Long Term Debt	1,931,461	1,802,544	2,412,000	2,412,000
Transfers to Individuals & Organizations	2,247,772	2,418,936	2,858,800	2,841,400
Other Expenses	4,346,680	4,292,432	6,092,400	6,324,200
Debenture Repayment	3,021,000	2,605,464	3,588,400	3,588,400
Transfers to Reserves/Operations	11,253,450	13,409,745	15,178,100	15,495,400
	92,343,370	97,165,627	132,955,600	133,486,600
Operating Surplus for the period	**4,150,687**	**4,759,224**	**-**	**912,400**





Utility Operating Revenue and Expenses

For the Period Ending September 30, 2014

	September 2013 Actual YTD $	September 2014 Actual YTD $	Annual Budget $	Annual Forecast $
Revenue				
Sales and User Fees	22,500,274	23,131,688	32,197,400	32,398,400
Fines and Penalties	84,803	84,301	93,100	98,900
Transfers from Reserves/Operations	3,037	-	29,900	29,900
	22,588,114	23,215,989	32,320,400	32,527,200
Expenses				
Purchases from Other Governments	6,811,650	7,184,675	9,517,400	9,517,400
Contracted and General Services	5,465,223	5,333,951	7,983,300	8,024,700
Salaries, Wages & Benefits	3,047,240	3,113,004	4,254,600	4,299,400
Materials, Good and Utilities	725,384	723,498	983,900	1,003,200
Other Expenses	456,260	514,313	755,100	755,100
Transfers to Operations	925,600	952,100	952,100	952,100
	17,431,357	17,821,541	24,446,400	24,551,900
Excess of revenue over expenses	**5,156,757**	**5,394,448**	**7,874,000**	**7,975,300**
Surplus transfer to reserves	5,156,757	5,394,448	7,874,000	7,975,300
Operating Surplus for the period	-	-	-	-

Statement of Reserves

For the Period Ending September 30, 2014

	Jan 1, 2014 Balance	Forecasted Adjustments	Dec 31, 2014 Forecasted Balance	Sept 30, 2014 Balance
	$	$	$	$
Operating				
Stabilization	**3,019,541**	**(302,019)**	**2,717,522**	**2,712,553**
Growth Stabilization	**-**	**651,550**	**651,550**	**651,550**
Operating Carry Forwards				
Operating Carry Forward Reserve	2,039,243	(1,905,449)	133,794	1,096,961
Outside Agencies	146,889	9,000	155,889	155,889
Community Significant Event Stimulus Fund	199,000	(40,000)	159,000	159,000
	2,385,132	**(1,936,449)**	**448,683**	**1,411,850**
Risk Management	**1,234,949**	**23,011**	**1,257,960**	**1,254,120**
Automated Traffic Enforcement Technology - Speed on Greer	**525,950**	**(210,000)**	**315,950**	**582,978**
LRT/BRT Reserve	**379,188**	**(354,238)**	**24,950**	**422,718**
Operating Program				
Children's Festival Fund	198,335	-	198,335	198,335
Young Artists Legacy Grant Program Fund	20,716	(79)	20,637	20,957
	219,051	**(79)**	**218,972**	**219,292**
RCMP Contract Expense Reserve	**-**	**-**	**-**	**-**
Safety Enhancement Reserve	**-**	**641,522**	**641,522**	**641,522**
Election Reserve	**-**	**232,335**	**232,335**	**221,629**
Total Operating	**7,763,811**	**(1,254,367)**	**6,509,444**	**8,118,212**
Capital				
Internal Financing	**635,825**	**380,491**	**1,016,316**	**1,014,883**
Major Recreational Lands & Facilities				
Major Rec. Facilities Fund - City Wide	1,433,972	1,445,471	2,879,442	3,049,578
Major Rec. Facilities Fund - Neighbourhood	2,676,929	(1,740,706)	936,222	1,135,010
Parkland	94,612	1,469	96,081	96,081
Dog License Fund	291,112	(136,346)	154,766	330,065
	4,496,625	**(430,114)**	**4,066,511**	**4,610,734**
Transportation				
General Transportation Fund	1,469,257	25,858	1,495,115	1,492,066
Public Transit Fund	2,880,082	918,253	3,798,335	3,590,204
	4,349,339	**944,111**	**5,293,450**	**5,082,270**
Equipment - Replacement				
Equipment Replacement Fund	1,984,417	(228,295)	1,756,122	2,129,646
Emergency Services Equipment Replacement Fund	297,273	(84,732)	212,541	241,442
Office Systems Replacement Fund	1,370,223	(1,109,266)	260,957	1,481,426
Facilities Refurbishment Fund	182,466	21,446	203,913	199,282
Arden Theatre Repair & Refurbishment Fund	104,509	5,729	110,238	115,468
Servus Place Replacement & Refurbishment Fund	753,226	220,528	973,755	1,015,177
Aquatics Facility Refurbishment Fund	398,347	62,875	461,221	433,387
Public Art Acquisition, Maintenance & Restoration Fund	97,327	1,828	99,155	286,120
Fire Buildings Lifecycle	-	100,156	100,156	100,156
City Playgrounds Lifecycle Fund	-	390	390	250,390
	5,187,788	**(1,009,340)**	**4,178,448**	**6,252,493**

Statement of Reserves (cont'd)

For the Period Ending September 30, 2014

	Jan 1, 2014 Balance	Forecasted Adjustments	Dec 31, 2014 Forecasted Balance	Sept 30, 2014 Balance
	$	$	$	$
Municipal Land and Facilities Reserve	-	474,082	474,082	1,730,757
Municipal Land and Facilities	4,158,607	(4,158,607)	-	-
Facilities Fund *	511,984	(511,984)	-	-
	4,670,591	**(4,196,509)**	**474,082**	**1,730,757**
Capital Funding Reserve				
Capital Fund	27,946,181	(6,380,781)	21,565,401	34,334,844
Outside Agencies	268,044	(112,248)	155,796	265,248
	28,214,226	**(6,493,029)**	**21,721,197**	**34,600,092**
Library Collection Reserve Fund	**2,587**	**40**	**2,628**	**2,628**
Total Capital	**47,556,981**	**(10,804,350)**	**36,752,631**	**53,293,857**
Water Fund	4,252,934	(200,522)	4,052,412	6,150,461
Wastewater Fund	5,051,527	(1,928,680)	3,122,848	6,075,638
Storm Fund	13,329,843	(3,343,162)	9,986,681	15,477,697
Solid Waste Management Fund	(4,033,232)	(4,860,544)	(8,893,776)	(4,945,080)
Total Utilities	**18,601,072**	**(10,332,907)**	**8,268,165**	**22,758,716**
Total Reserves	**73,921,865**	**(22,391,624)**	**51,530,241**	**84,170,785**

* On September 22, 2014 Council approved combining the Revolving Land Fund and the Facilities Fund into one Reserve called Municipal Land & Facilities Reserve.

Investments

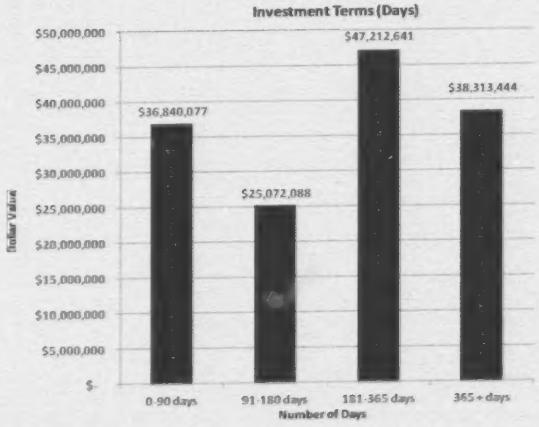
As of September 30, 2014 the City has $147.4 million in cash and investments.

The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

- City Managed Cash and Short-term Investments – the primary goal is liquidity and capital preservation by investing in short-term secure investments for a term of up to three years.
- Custodian Managed Investment Portfolio – the primary purpose is to maintain capital preservation, while maximizing investment returns by accessing investment funds managed by professional fund managers.

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	16,336,672.53	11%
ATB Financial	45,169,180.82	31%
Servus Credit Union	22,311,339.73	15%
BMO Nesbitt Burns	19,982,930.62	14%
CIBC Wood Gundy	33,360,488.39	23%
Scotiabank	5,004,208.22	3%
RBC Dominion Securities	5,273,429.05	4%
	$ 147,438,249.36	100%

- The City's Investment Policy restricts Administration from investing more than 75 per cent of funds in any one financial institution.
- The chart on the right shows the current portfolio distribution of both short-term and long-term funds by Financial Institution:



The Investment Terms chart shows the current investment portfolio by term and interest rate range.

The City of St. Albert will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might be reasonably anticipated in the short and longer term. Under policy C-FS-02, any investments with terms of more than three years must be administered through a Custodian and Administration is to manage investments with terms of fewer than three years.

Observations

The cash and investment portfolio as of September 30, 2014 had a total value of $147.4 million. Funds have been invested to ensure the best term and corresponding interest rates are achieved for the upcoming months. To maximize returns on short-term investments, City staff select the highest investment yield based on quotes from up to 10 banks and investment firms, including eligible credit unions and the Canadian chartered banks. Any surplus cash balances are placed in a daily interest savings account to maximize interest income.

Benchmarking Data

The chart on the right compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates as per the City's Investment Policy C-FS-02.

Overall, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

	St. Albert	Bank of Canada
Cash and Short Term Investments	**Average Portfolio Rate**	**T-Bill Rate**
0 - 90 Days	1.44%	0.92%
91 - 180 Days	1.69%	0.95%
181 - 365 Days	1.81%	1.00%
	St. Albert	**Bank of Canada**
Long Term Investments	**Average Portfolio Rate**	**3 & 7 Yr Bond Rate**
2 - 8 Years	2.85%	1.17% - 1.82%

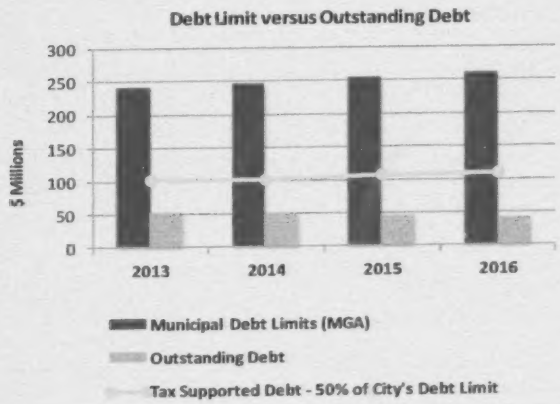
As of September 30, 2014, the City had earned $2,011,768 in investment income, and is forecasting an ending balance of $2.5 million which is $151 thousand higher than budget.

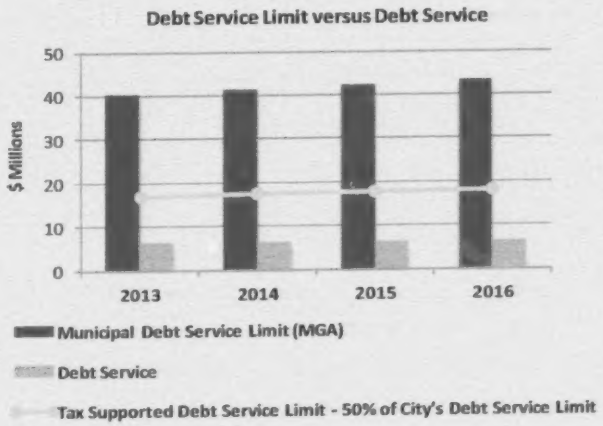
Summary of Debt

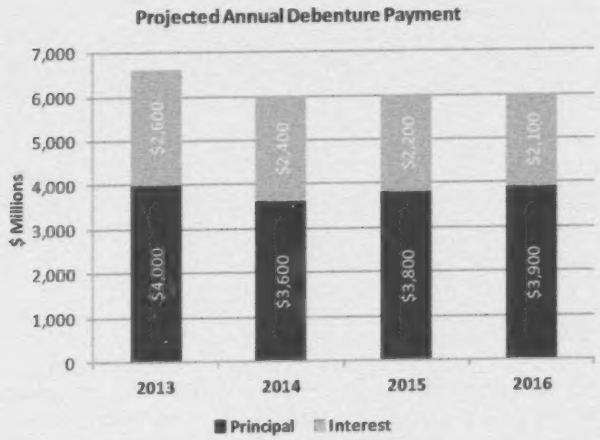
As of September 30, 2014, the City had $50.3 million debt outstanding, requiring servicing of $1.6 million. The debt will be $49.3 million by the end of the fiscal year.

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval of the Minister of Municipal Affairs. In addition, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limit prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally determined debt limit and debt services limit. As at December 31, 2013, the City's debt limit was $240.5 million and its service on debt limit was $40.1 million. The City of St. Albert's debt and service limits have consistently been well under the allowable limits and are not forecasted to change in the near future.

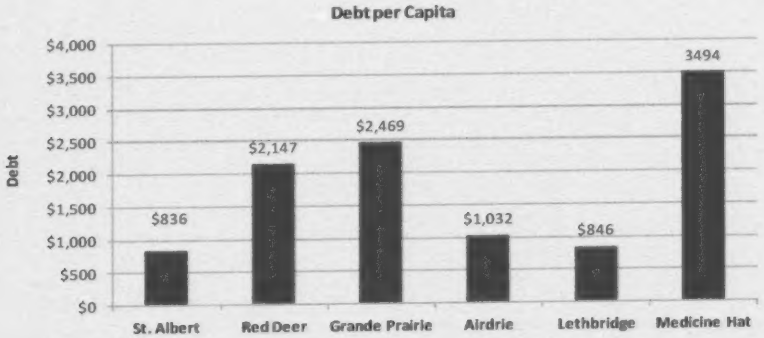


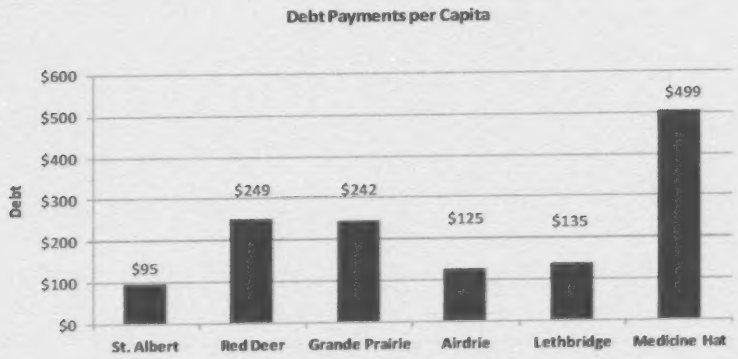


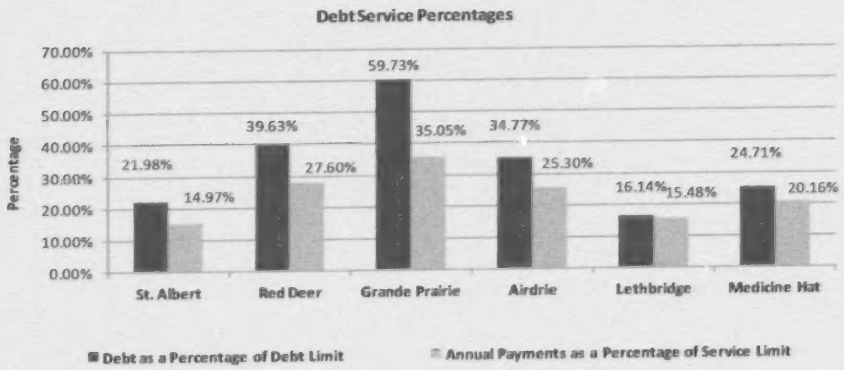


Debt Comparison to Comparable Municipalities

The following three charts compare the debt, debt payments per capita, and the debt service of St. Albert with similar municipalities. The information for the comparable municipalities was obtained from their 2013 Annual Financial Statements and also includes the City's most recent Census showing a population of 63,225.







Observations

The City of St. Albert has the second lowest debt, the lowest debt service and the lowest debt payments per capita when compared to similar municipalities. The City is also below its internal tax-supported debt service limit.

Capital Expenditure Summary Report and Capital Project Highlights

For the Period Ending September 30, 2014

	MUNICIPAL CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	No. of Projects
2014	7,126,505	25,841,700	25,327,400	514,300	1.99%	56
2013	10,734,264	13,259,500	13,513,300	-253,800	-1.91%	29
2012 & PRIOR	33,242,050	66,884,100	66,821,400	62,700	0.09%	26
TOTAL MUNICIPAL PROJECTS	**51,102,819**	**105,985,300**	**105,662,100**	**323,200**	**0.30%**	**111**

	UTILITY CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	No. of Projects
2014	1,817,091	20,958,000	20,958,000	0	0.00%	17
2013	6,592,917	18,844,700	18,844,700	0	0.00%	15
2012 & PRIOR	14,061,392	18,608,400	18,608,400	0	0.00%	13
TOTAL UTILITY PROJECTS	**22,471,400**	**58,411,100**	**58,411,100**	**0**	**0.00%**	**45**

Municipal Projects

- There are a total of 111 municipal capital projects that have been ongoing and scheduled for 2014. A total of 38 projects are anticipated to close at year end.
- For 2014, 56 new projects were approved. Of those projects, $7.1 million year-to-date expenses out of $25.8 million has been expended. Numerous projects are still in progress as construction season is well under way. There is a decrease in the forecast of $514 thousand due to the RFP for Project 414508 PW Former PW Yard Remediation Program coming significantly under budget.
- From 2013, 81% of project expenditures have been spent to date. The major factor relating to the forecasted increase of $254 thousand is attributable to the additional costs required for an unexpected replacement of Public Works equipment due to fire damage. This cost is offset by the insurance claim.
- There are a total of 26 projects from 2012 and earlier that have yet to be completed. The current projects' expenditures to date are $33.2 million, with a project budget and forecast of $66.8 million. As noted in the Second Quarter Financial Report, the major variance to the unspent funds relates to project 412420 Campbell Road Park and Ride of $30 million, which have minimal expenditures to date. This is due to continual negotiations required with the CRB. Major projects such as the Anthony Henday Connectors and Ray Gibbon Drive Stage 3 are currently under maintenance and final reporting to the Grant Authorities is anticipated to be completed at year end.

Utilities Projects

- There are 45 projects scheduled for Utilities in 2014. It is anticipated that 13 of those projects will be closed at year end.
- There are 17 projects approved for 2014. At the end period, $1.8 million has been spent to date. Projects are currently underway and majority of project have recently completed the RFP process.
- From 2013, 15 projects have remained open. A total of $6.6 million has been spent to date, with a forecast and budget of $18.8 million. Project 413422 North Trunk Development Phase 1 has no expenditures to date due to discussions with developers.

Capital Expenditure Summary Report and Capital Project Highlights (cont'd)

- For 2012 and prior years, 13 projects have remained open with current expenditures to date of $14.1 million. The projects' budget and forecast is $18.6 million. All project funds are anticipated to be spent as scheduled.

Erin Ridge Trail Development Phase 2 (414310/413310) (Pages 26/28)

The project is currently under budget and behind schedule due to delays from birds' nests present at the construction site. Remaining work includes the trail furniture, which is expected to be completed by the October 31, 2014.

Bike Skills Park (41131A) (Page 29)

The draft environmental site assessment has been reviewed by administration and was sent back to the consultant for revisions. The final report is expected in November 2014, and at that time administration will review the next steps.

Lacombe Park Master Plan (414312)

The project is on schedule. Public consultation is completed and designs for Leveque and Lefluer parks are 90% complete. The master plan is expected to be completed by year-end.

East Water Supply Main Phase 2 (413417) (Page 32)

This project was delayed due to an ACRWC (Alberta Capital Region Wastewater Commission) wastewater line break. The project had been delayed until there was an adequate diversion method in place in the event the line breaks again. The waterline connection is completed. Commissioning of the line will be done in October 2014 and the project is expected to be completed in November 2014.

Sedimentation and Erosion (413427) (Page 32)

The project is currently on budget and behind schedule. Ground water conditions have presented delays in the project. Currently the contractor is expecting to have the outfall work completed by early November with the CDS work completed by the end of November.

Gate Avenue Lift Station Reconstruction (414412) (Page 31)

Construction has progressed as planned, and is expected to be on schedule and on budget.

Further detailed information on the Third Quarter results for Capital Projects can be found in Appendix 2.

Appendix 1

Operating Summary Report by Department

For the Period Ending September 30, 2014

	Quarter to Date		%	Year to Date		%	Annual	Annual	$	% of
	Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)	Forecast (C)	Variance (B-C)	Forecast Spent
Municipal Operating										
Council										
Council										
Revenue	23,307	90	(100%)	25,734	90	(100%)	5,000	5,000	-	2%
Expenses	176,111	193,332	10%	415,555	468,397	13%	581,100	603,700	(22,600)	78%
Department Net	**152,804**	**193,242**	26%	**389,821**	**468,307**	20%	**576,100**	**598,700**	(22,600)	78%
Division Net	**152,804**	**193,242**	26%	**389,821**	**468,307**	20%	**576,100**	**598,700**	(22,600)	78%
City Manager's Office										
City Manager										
Revenue	-	-	0%	-	-	0%	-	-	-	0%
Expenses	251,748	311,074	24%	630,655	648,673	3%	1,243,500	1,229,800	13,700	53%
Department Net	**251,748**	**311,074**	24%	**630,655**	**648,673**	3%	**1,243,500**	**1,229,800**	13,700	53%
Legal Services										
Revenue	7,807	19,045	144%	21,459	32,442	51%	4,500	9,700	5,200	334%
Expenses	421,279	484,178	15%	1,242,589	1,260,417	1%	1,990,000	1,798,900	191,100	70%
Department Net	**413,472**	**465,133**	12%	**1,221,130**	**1,227,975**	1%	**1,985,500**	**1,789,200**	196,300	69%
Division Net	**665,220**	**776,207**	17%	**1,851,785**	**1,876,648**	1%	**3,229,000**	**3,019,000**	210,000	62%
Corporate Strategic Services										
Corporate Strategic Services Admin										
Expenses	115,461	116,937	1%	224,486	245,692	9%	398,000	353,900	44,100	69%
Department Net	**115,461**	**116,937**	1%	**224,486**	**245,692**	9%	**398,000**	**353,900**	44,100	69%
Strategic Services										
Revenue	-	51,550	0%	-	51,550	0%	26,500	26,500	-	195%
Expenses	133,876	118,114	(12%)	133,876	251,125	88%	332,000	330,800	1,200	76%
Department Net	**133,876**	**66,564**	(50%)	**133,876**	**199,575**	49%	**305,500**	**304,300**	1,200	66%
Corporate Planning										
Revenue	-	15,935	0%	-	15,935	0%	44,000	44,000	-	36%
Expenses	87,833	123,304	40%	185,637	261,115	41%	347,400	343,800	3,600	76%
Department Net	**87,833**	**107,369**	22%	**185,637**	**245,180**	32%	**303,400**	**299,800**	3,600	82%
Environment & Sustainability										
Revenue	8,684	17,652	103%	24,160	18,652	(23%)	247,000	247,000	-	8%
Expenses	179,499	143,093	(20%)	389,754	310,894	(20%)	853,000	740,600	112,400	42%
Department Net	**170,815**	**125,441**	(27%)	**365,594**	**292,242**	(20%)	**606,000**	**493,600**	112,400	59%
Corporate Communication & Marketing										
Expenses	251,552	294,763	17%	540,602	646,012	19%	941,100	934,400	6,700	69%
Department Net	**251,552**	**294,763**	17%	**540,602**	**646,012**	19%	**941,100**	**934,400**	6,700	69%
Human Resources										
Revenue	87,723	15,020	(83%)	136,599	369,085	170%	20,000	322,500	302,500	114%
Expenses	566,007	656,347	16%	1,320,728	1,904,595	44%	2,443,400	2,730,600	(287,200)	70%
Department Net	**478,284**	**641,327**	34%	**1,184,129**	**1,535,510**	30%	**2,423,400**	**2,408,100**	15,300	64%
Information Technology Services										
Revenue	-	-	0%	-	-	0%	75,000	25,000	(50,000)	0%
Expenses	731,058	876,218	20%	1,826,691	2,184,500	20%	2,870,900	2,854,200	16,700	77%
Department Net	**731,058**	**876,218**	20%	**1,826,691**	**2,184,500**	20%	**2,795,900**	**2,829,200**	(33,300)	77%
Legislative Services										
Revenue	39,273	126,367	222%	70,973	154,763	118%	241,100	245,800	4,700	63%
Expenses	343,777	350,701	2%	670,141	704,203	5%	1,220,700	1,062,400	158,300	66%
Department Net	**304,504**	**224,334**	(26%)	**599,168**	**549,440**	(8%)	**979,600**	**816,600**	163,000	67%
Division Net	**2,273,383**	**2,452,953**	8%	**5,060,183**	**5,898,151**	17%	**8,752,900**	**8,439,900**	313,000	70%

Appendix 1 (cont'd)

	Quarter to Date		%	Year to Date		%	Annual	Annual	$	% of
	Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)	Forecast (C)	Variance (B-C)	Forecast Spent
Community & Protective Services										
Community Services Administration										
Revenue	7,924	310	(96%)	50,081	15,707	(69%)	23,100	23,100	-	68%
Expenses	253,619	249,771	(2%)	632,479	557,869	(12%)	771,400	771,400	-	72%
Department Net	**245,695**	**249,461**	2%	**582,398**	**542,162**	(7%)	**748,300**	**748,300**	-	72%
Culture Services										
Revenue	684,604	591,723	(14%)	1,479,533	1,381,913	(7%)	2,197,900	1,777,700	(420,200)	78%
Expenses	1,261,121	1,348,280	7%	2,642,787	2,870,619	9%	4,447,600	4,157,200	290,400	69%
Department Net	**576,517**	**756,557**	31%	**1,163,254**	**1,488,706**	28%	**2,249,700**	**2,379,500**	(129,800)	63%
Family & Community Support Services										
Revenue	472,799	478,160	1%	1,186,909	1,185,954	(0%)	1,298,100	1,424,300	126,200	83%
Expenses	647,939	659,259	2%	1,559,363	1,538,236	(1%)	2,077,800	2,129,200	(51,400)	72%
Department Net	**175,140**	**181,099**	3%	**372,454**	**352,282**	(5%)	**779,700**	**704,900**	74,800	50%
Fire Services										
Revenue	1,061,305	1,601,259	51%	2,415,263	3,043,975	26%	3,099,000	3,953,700	854,700	77%
Expenses	4,492,943	5,048,467	12%	10,693,458	11,512,006	8%	16,224,000	16,130,200	93,800	71%
Department Net	**3,431,638**	**3,447,208**	0%	**8,278,195**	**8,468,031**	2%	**13,125,000**	**12,176,500**	948,500	70%
Police Services										
Revenue	2,342,991	2,399,814	2%	4,085,377	3,938,018	(4%)	5,405,400	4,852,600	(552,800)	81%
Expenses	4,217,152	3,746,299	(11%)	9,180,198	9,098,538	(1%)	13,626,800	13,119,800	507,000	69%
Department Net	**1,874,161**	**1,346,485**	(28%)	**5,094,821**	**5,160,520**	1%	**8,221,400**	**8,267,200**	(45,800)	62%
Recreation & Parks Services										
Revenue	3,353,945	3,484,120	4%	7,975,927	8,313,457	4%	10,709,800	10,981,500	271,700	76%
Expenses	4,378,945	4,578,133	5%	9,847,221	9,898,829	1%	13,818,800	13,924,800	(106,000)	71%
Department Net	**1,025,000**	**1,094,013**	7%	**1,871,294**	**1,585,372**	(15%)	**3,109,000**	**2,943,300**	165,700	54%
Outside Agencies										
Revenue	1,100	475,123	43093%	898,344	475,123	(47%)	600,000	600,000	-	79%
Expenses	1,740,508	1,745,236	0%	4,034,608	4,131,952	2%	5,402,800	5,402,800	-	76%
Department Net	**1,739,408**	**1,270,113**	(27%)	**3,136,264**	**3,656,829**	17%	**4,802,800**	**4,802,800**	-	76%
Division Net	**9,067,559**	**8,344,936**	(8%)	**20,498,680**	**21,253,902**	4%	**33,035,900**	**32,022,500**	**1,013,400**	66%

Appendix 1 (cont'd)

	Quarter to Date Prior Year	Quarter to Date Current Year	% Change	Year to Date Prior Year	Year to Date Current Year (A)	% Change	Annual Budget (B)	Annual Forecast (C)	$ Variance (B-C)	% of Forecast Spent
Planning & Engineering Services										
Engineering Services & Admin. Support										
Revenue	150,537	665,334	342%	250,492	1,062,601	324%	944,900	1,022,200	77,300	104%
Expenses	1,787,527	1,936,628	8%	3,683,485	4,243,910	15%	6,313,500	6,543,800	(230,300)	65%
Department Net	**1,636,990**	**1,271,294**	(22%)	**3,432,993**	**3,181,309**	(7%)	**5,368,600**	**5,521,600**	(153,000)	58%
Planning & Development										
Revenue	796,985	933,580	17%	2,041,545	2,452,358	20%	1,998,300	2,623,800	625,500	93%
Expenses	835,114	880,694	5%	1,879,352	2,069,797	10%	2,738,100	2,763,200	(25,100)	75%
Department Net	**38,129**	-52,886	(239%)	-162,193	-382,561	136%	**739,800**	**139,400**	600,400	(274%)
Division Net	**1,675,119**	**1,218,408**	(27%)	**3,270,800**	**2,798,748**	(14%)	**6,108,400**	**5,661,000**	447,400	49%
Infrastructure Services										
Public Works										
Revenue	1,919,720	1,842,196	(4%)	4,059,045	4,192,293	3%	5,582,100	5,582,100	-	75%
Expenses	6,710,545	6,571,304	(2%)	14,758,721	14,449,171	(2%)	19,364,900	19,772,300	(407,400)	73%
Department Net	**4,790,825**	**4,729,108**	(1%)	**10,699,676**	**10,256,878**	(4%)	**13,782,800**	**14,190,200**	(407,400)	72%
Transit Services										
Revenue	1,226,498	1,132,014	(8%)	2,865,031	2,761,160	(4%)	4,368,500	4,264,000	(104,500)	65%
Expenses	3,453,003	3,276,939	(5%)	7,746,635	8,076,402	4%	11,319,900	11,346,600	(26,700)	71%
Department Net	**2,226,507**	**2,144,925**	(4%)	**4,881,604**	**5,315,242**	9%	**6,951,400**	**7,082,600**	(131,200)	75%
Division Net	**7,017,332**	**6,874,033**	(2%)	**15,581,280**	**15,572,120**	(0%)	**20,734,200**	**21,272,800**	(538,600)	73%
Finance & Assessment Services										
Assessment & Taxation Services										
Revenue	486,462	445,553	(8%)	839,439	844,900	1%	1,086,900	1,070,700	(16,200)	79%
Expenses	389,077	401,841	3%	862,960	895,490	4%	1,242,000	1,240,800	1,200	72%
Department Net	-97,385	-43,712	(55%)	**23,521**	**50,590**	115%	**155,100**	**170,100**	(15,000)	30%
Financial Services										
Revenue	5,414	1,484	(127%)	4,683	2,741	(44%)	2,400	3,700	1,300	74%
Expenses	673,193	708,057	5%	1,580,812	1,607,815	2%	2,325,200	2,208,800	116,400	73%
Department Net	**678,607**	**706,573**	4%	**1,575,929**	**1,605,074**	2%	**2,322,800**	**2,205,100**	117,700	73%
Division Net	**581,222**	**662,861**	14%	**1,599,450**	**1,655,664**	4%	**2,477,900**	**2,375,200**	102,700	70%

Appendix 1 (cont'd)

	Quarter to Date		%	Year to Date		%	Annual	Annual	$	% of
	Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)	Forecast (C)	Variance (B-C)	Forecast Spent
Economic Development										
Business & Tourism Development										
Revenue	281,451	303,866	8%	574,142	742,073	29%	878,200	985,400	107,200	75%
Expenses	523,095	533,072	2%	1,031,788	1,111,030	8%	1,594,700	1,630,300	(35,600)	68%
Department Net	**241,644**	**229,206**	(5%)	**457,646**	**368,957**	(19%)	**716,500**	**644,900**	71,600	57%
Division Net	**241,644**	**229,206**	(5%)	**457,646**	**368,957**	(19%)	**716,500**	**644,900**	71,600	57%
Capital Financing										
Capital Financing										
Revenue	-	300,000	0%	38,750	300,000	674%	300,000	300,000	-	100%
Expenses	3,447,671	3,710,101	8%	11,825,845	12,550,040	6%	14,761,200	14,761,200	-	85%
Department Net	**3,447,671**	**3,410,101**	(1%)	**11,787,095**	**12,250,040**	4%	**14,461,200**	**14,461,200**	-	85%
Division Net	**3,447,671**	**3,410,101**	(1%)	**11,787,095**	**12,250,040**	4%	**14,461,200**	**14,461,200**	-	85%
Common & Fiscal										
Tax Revenue & Requisitions										
Revenue	27,437,922	28,324,471	3%	61,484,830	63,740,569	4%	85,179,000	85,219,000	40,000	75%
Expenses	214,500	13,333	(94%)	364,142	925,009	154%	942,900	945,000	(2,100)	98%
Department Net	**27,223,422**	**28,311,138**	4%	**61,120,688**	**62,815,560**	3%	**84,236,100**	**84,274,000**	**37,900**	75%
Corporate Financial										
Revenue	2,469,770	2,957,789	20%	5,965,541	6,829,493	14%	8,618,900	8,789,700	170,800	78%
Expenses	538,760	952,005	77%	2,438,802	2,743,302	12%	2,762,900	3,656,100	(893,200)	75%
Department Net	**1,931,010**	**2,005,784**	4%	**3,526,739**	**4,086,191**	16%	-5,856,000	-5,133,600	**(722,400)**	80%
Division Net	**29,154,432**	**30,316,922**	4%	**64,647,427**	**66,901,751**	3%	**90,092,100**	**89,407,600**	**(684,500)**	75%
Gross Municipal Operations Revenue	**42,855,391**	**46,182,455**	8%	**96,494,057**	**101,924,852**	6%	**132,955,600**	**134,399,000**	**1,443,400**	76%
Municipal Operations Expenses	**38,822,913**	**40,027,480**	3%	**92,343,370**	**97,165,638**	5%	**132,955,600**	**133,486,600**	**(531,000)**	73%
Municipal Operations Net Draw On Tax Levy	**4,032,478**	**6,154,975**	53%	**4,150,687**	**4,759,214**	15%	**0**	**912,400**	**912,400**	522%

Appendix 1 (cont'd)

	Quarter to Date Prior Year	Quarter to Date Current Year	% Change	Year to Date Prior Year	Year to Date Current Year (A)	% Change	Annual Budget (B)	Annual Forecast (C)	$ Variance (B-C)	% of Forecast Spent
Utility Operating										
Water										
Water										
Revenue	3,800,600	4,249,259	12%	7,944,834	8,534,216	7%	11,077,000	11,268,000	191,000	76%
Expenses	2,807,101	3,001,196	7%	5,947,040	6,151,944	3%	8,359,400	8,435,000	(75,600)	73%
Transfer to Reserves	993,499	1,248,063	26%	1,997,794	2,382,272	19%	2,717,600	2,833,000	(115,400)	84%
Department Net	-	-	0%	-	-	0%	-	-	-	0%
Division Net	-	-	0%	-	-	0%	-	-	-	0%
Wastewater										
Wastewater										
Revenue	3,496,629	3,966,294	13%	7,198,372	7,919,369	10%	10,651,200	10,651,200	-	74%
Expenses	3,144,719	3,165,623	1%	6,376,392	6,425,028	1%	8,726,100	8,745,400	(19,300)	73%
Transfer to Reserves	351,910	800,671	128%	821,980	1,494,341	82%	1,925,100	1,905,800	19,300	78%
Department Net	-	-	0%	-	-	0%	-	-	-	0%
Division Net	-	-	0%	0	0	0%	-	-	-	0%
Storm										
Storm										
Revenue	1,409,745	1,563,113	11%	3,142,646	3,051,945	(3%)	4,638,700	4,644,500	5,800	66%
Expenses	470,025	546,505	16%	832,000	916,749	10%	1,284,200	1,286,600	(2,400)	71%
Transfer to Reserves	939,720	1,016,608	8%	2,310,646	2,135,196	(8%)	3,354,500	3,357,900	(3,400)	64%
Department Net	-	-	0%	-	-	0%	-	-	-	0%
Division Net	-	-	0%	-	-	0%	-	-	-	0%
Solid Waste Management										
Solid Waste Management										
Revenue	1,916,919	2,006,494	5%	4,302,262	3,710,459	(14%)	5,953,500	5,963,500	10,000	62%
Expenses	2,794,405	1,733,771	(38%)	4,275,925	4,327,820	1%	6,076,700	6,084,900	(8,200)	71%
Transfer to Reserves	877,486	272,723	(131%)	26,337	617,361	(2444%)	123,200	121,400	(1,800)	509%
Department Net	-	-	0%	-	-	0%	-	-	-	0%
Division Net	-	-	0%	-	-	0%	-	-	-	0%
Utilities Revenue	**10,623,893**	**11,785,160**	**11%**	**22,588,114**	**23,215,989**	**3%**	**32,320,400**	**32,527,200**	**206,800**	**71%**
Utilities Expenditures	**9,216,250**	**8,447,095**	**(8%)**	**17,431,357**	**17,821,541**	**2%**	**24,446,400**	**24,551,900**	**(105,500)**	**73%**
Transfer To/From Reserve	**1,407,643**	**3,338,065**	**137%**	**5,156,757**	**5,394,448**	**5%**	**7,874,000**	**7,975,300**	**(101,300)**	**68%**

Explanation of % Variance

The % variance column records the percentage difference between the year to date actual and yearly budget amounts. Positive dollar variances indicate favorable budget impact and negative dollar variances indicate unfavorable budget impact

Appendix 2

Capital Projects by Year

For the Period Ending September 30, 2014

Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
	********** PROJECT TOTAL **********				
Entity #01 St. Albert					
2014 Municipal Projects					
Division #1000 Council					
Cost Centre #1010 Council					
414101 NABI Building Fund	0	25,000	25,000	25,000	0.0%
414809 LRT Functional Alignment Study	0	250,000	250,000	250,000	0.0%
Total Division #1000 Council	0	275,000	275,000	275,000	0.0%
Division #2000 City Manager's Office					
Cost Centre #2000 City Manager					
414201 50+ Club Building Rehabilitation and Expansic	23,700	2,370,000	2,370,000	2,346,300	0.0%
Total Division #2000 City Manager's Office	23,700	2,370,000	2,370,000	2,346,300	0.0%
Division #2300 Corporate Strategic Services					
Cost Centre #2015 Corporate Strategic Services Administration					
414505 Performance Measurement System	0	50,000	50,000	50,000	0.0%
Cost Centre #2035 Strategic Initiatives					
414506 Smart City Master Plan & Alliance	38,974	95,000	95,000	56,026	0.0%
Cost Centre #2210 Legislative Services					
414509 Agenda Management Software	0	110,000	110,000	110,000	0.0%
Cost Centre #2240 Corporate Communications and Design					
414504 Website Project	53,248	75,000	75,000	21,752	0.0%
Cost Centre #4031 Environment & Sustainability					
414507 Community Sustainability Plan	89,656	276,500	276,500	186,844	0.0%
414508 PW Former PW Yard Remediation Program	12,519	800,000	300,000	787,481	62.5%
Cost Centre #5200 Human Resources					
414503 HR Electronic Recruitment Software	0	43,000	43,000	43,000	0.0%
Cost Centre #5400 Information Services					
414202 Financial System Software	90	200,000	200,000	199,910	0.0%
414501 Office Systems Replacement Plan	409	622,500	622,500	622,091	0.0%
414502 Office Automation Program	42,355	50,000	50,000	7,645	0.0%
Total Division #2300 Corporate Strategic Services	237,251	2,322,000	1,822,000	2,084,749	21.5%

Appendix 2 (cont'd)

Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
	********** PROJECT TOTAL **********				
Entity #01 St. Albert					
Division #3000 Community & Protective Services					
Cost Centre #3109 Aquatics - Administration					
414302 Aquatics Lifecycle Plan	102,826	118,700	118,700	15,874	0.0%
Cost Centre #3165 Servus Place - Administration					
414301 Servus Place Life Cycle Replacement Progra	132,317	249,900	249,900	117,583	0.0%
Cost Centre #3170 Parks & Naturalization					
414305 Sportfield Refurbishment Program	0	220,000	220,000	220,000	0.0%
414306 City Parks Refurbishment Plan/Implementatio	70,810	136,600	136,600	65,791	0.0%
414307 City Playground Lifecycle Program	0	250,000	250,000	250,000	0.0%
414310 Erin Ridge / Oakmont Trail Phase 2 Construct	157,052	1,050,000	1,050,000	892,948	0.0%
414311 Woodlands Water Park - Locker Room	115,182	120,000	120,000	4,818	0.0%
414312 Lacombe Park Master Plan	837	172,500	172,500	171,663	0.0%
414313 Campbell Dog-Friendly Park	15,480	160,000	160,000	144,520	0.0%
Cost Centre #3200 Cultural Administration					
414309 Chevigny House	11,517	100,000	100,000	88,483	0.0%
414316 SAP Way-finding & Signage Upgrade	5,066	25,000	25,000	19,934	0.0%
414317 Founders Walk Phase 2	7,000	710,700	710,700	703,700	0.0%
414318 Heritage Sites Phase 2	53,105	1,525,700	1,525,700	1,472,595	0.0%
414319 Cultural Walk/ Wall of Fame	0	20,000	20,000	20,000	0.0%
Cost Centre #3300 Arden Theatre Administration					
414304 Arden Theatre Replacement Plan	4,170	27,500	27,500	23,330	0.0%
Cost Centre #3400 Fire Administration					
414303 Emergency Services Equipment Replacemen	35,548	58,400	58,400	22,852	0.0%
414314 Fire Station #3- Exhaust System Replacemer	4,400	211,700	211,700	207,300	0.0%
414315 Fire Training Ground	13,496	151,500	151,500	138,004	0.0%
Cost Centre #3600 Community Services Administration					
414308 Community Capital Program	49,698	200,000	200,000	150,302	0.0%
414413 Public Engagement Online Tools	0	50,000	50,000	50,000	0.0%
Total Division #3000 Community & Protective Services	778,502	5,558,200	5,558,200	4,779,698	0.0%
Division #4000 Planning & Engineering Services					
Cost Centre #4025 Roadway Services - Contracts					
414401 Arterial Asphalt Overlay Program	97,676	1,100,000	1,100,000	1,002,324	0.0%
414402 Collector Reconstruct Program	9,212	315,000	315,000	305,788	0.0%
414403 Collector/Local Asphalt Overlay Program	739,907	2,200,100	2,200,100	1,460,193	0.0%
414404 Local Reconstruct Program	697,817	1,360,000	1,360,000	662,183	0.0%
414405 Permanent Line Marking Rehabilitation	103,747	128,000	128,000	24,253	0.0%
414406 Red Willow Trail Overlay Program	3,355	150,000	150,000	146,645	0.0%
414407 Sidewalk Program	8,521	1,000,000	1,000,000	991,479	0.0%
414409 Road Repairs	35,213	200,000	200,000	164,787	0.0%
414410 Transportation Master Plan	81,759	630,000	630,000	548,241	0.0%
414411 City Owned Parking Lot - Fire Station #2	0	150,000	150,000	150,000	0.0%
414412 St. Albert Trail Median and Blvd Enhancemer	681,345	924,000	924,000	242,655	0.0%
Cost Centre #4160 Traffic Signals					
414408 Transportation Systems Mgmt (Signals)	595,117	800,000	800,000	204,883	0.0%
Cost Centre #4500 Planning Branch and Administration					
414414 St. Anne St. Realignment - St. Thomas to Tac	66,403	800,000	800,000	733,597	0.0%
Total Division #4000 Planning & Engineering Services	3,120,073	9,757,100	9,757,100	6,637,027	0.0%

Appendix 2 (cont'd)

Project Description		PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
Entity #01 St. Albert						
Division #4500 Infrastructure Services						
Cost Centre #4110 Garage Operations						
414801	PW Mobile Equipment Replacement Plan	1,063,349	1,260,500	1,260,500	197,151	0.0%
414810	PW Loader	0	240,000	240,000	240,000	0.0%
414811	Public Works Turf Mowers	149,120	185,000	150,000	35,880	18.9%
Cost Centre #4120 Public Works Buildings						
414806	PW Shop Equipment & Yard	39,994	40,000	40,000	6	0.0%
Cost Centre #4165 Street Signs						
414807	PW Subdivision Signage & Amenities	0	46,000	46,000	46,000	0.0%
Cost Centre #4640 Transit Bus Maintenance						
414802	Transit Bus Lifecycle Repl Plan	1,365,658	1,350,000	1,365,700	(15,658)	-1.2%
414803	Transit Growth Buses	334,771	330,000	335,000	(4,771)	-1.5%
414804	Transit Smart Fare System	0	1,800,000	1,800,000	1,800,000	0.0%
Cost Centre #4750 Other Civic Buildings						
414805	PW Energy Efficiency Program	14,088	57,900	57,900	43,813	0.0%
414808	Civic Buildings Security	0	250,000	250,000	250,000	0.0%
Total Division #4500 Infrastructure Services		2,966,980	5,559,400	5,545,100	2,592,420	0.3%
	2014 Total Entity #01 St. Albert	**7,126,505**	**25,841,700**	**25,327,400**	**18,715,195**	**2.0%**
2013 Municipal Projects						
Division #2300 Corporate Strategic Services						
Cost Centre #2015 Corporate Strategic Services Administration						
413505	Performance Measurement System	0	50,000	50,000	50,000	0.0%
Cost Centre #2240 Corporate Communications and Design						
413504	Website Project	74,957	75,000	75,000	43	0.0%
Cost Centre #5200 Human Resources						
413503	HR Electronic Recruitment Software	11,470	50,000	25,000	38,530	50.0%
Cost Centre #5400 Information Services						
413501	Office Systems Replacement Plan	40,643	453,400	453,400	412,757	0.0%
413502	Office Automation Program	48,764	50,000	50,000	1,236	0.0%
Total Division #2300 Corporate Strategic Services		175,834	678,400	653,400	502,566	3.7%

Appendix 2 (cont'd)

Project Description		Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
		********** PROJECT TOTAL **********				
Entity #01 St. Albert						
Division #3000 Community & Protective Services						
Cost Centre #3165 Servus Place - Administration						
413301	Servus Place Life Cycle Replacement Progra	227,589	255,000	255,000	27,411	0.0%
Cost Centre #3170 Parks & Naturalization						
413305	Sportfield Refurbishment Program	193,665	200,000	200,000	6,335	0.0%
413306	City Parks Refurbishment Plan/Implementatio	6,400	100,000	106,400	93,600	-6.4%
413307	Kingswood Neighbourhood Playground	87,608	100,000	100,000	12,392	0.0%
413310	Erin Ridge Trail Development Phase 2 - Desig	122,652	100,000	100,000	(22,652)	0.0%
Cost Centre #3200 Cultural Administration						
413309	Chevigny House	85,029	100,000	100,000	14,971	0.0%
Cost Centre #3300 Arden Theatre Administration						
413304	Arden Theatre Replacement Plan	288,638	280,000	288,600	(8,638)	-3.1%
Cost Centre #3400 Fire Administration						
413303	Emergency Services Equipment Replacemen	207,651	243,700	243,700	36,049	0.0%
Cost Centre #3600 Community Services Administration						
413311	Community Support Centre	0	50,000	0	50,000	100.0%
Total Division #3000 Community & Protective Services		1,219,232	1,428,700	1,393,700	209,468	2.4%
Division #4000 Planning & Engineering Services						
Cost Centre #4000 Engineering Services						
413410	Sr Project Mgr	89,784	86,500	86,500	(3,284)	0.0%
Cost Centre #4025 Roadway Services - Contracts						
413402	Collector Reconstruct Program	2,009,375	2,300,000	2,300,000	290,625	0.0%
413403	Collector/Local Asphalt Overlay Program	2,019,764	2,650,000	2,650,000	630,236	0.0%
413404	Local Reconstruct Program	586,452	160,000	160,000	(426,452)	0.0%
413406	Red Willow Trail Overlay Program	82,931	100,000	100,000	17,069	0.0%
413407	Sidewalk Program	351,860	500,000	500,000	148,140	0.0%
413409	Veness Road Upgrade (142 St)	2,157,713	2,700,000	2,700,000	542,287	0.0%
413412	Railroad Safety Enhancement (Meadowview	0	250,000	250,000	250,000	0.0%
413413	Ray Gibbon Drive Walkway	100,000	100,000	100,000	0	0.0%
Cost Centre #4160 Traffic Signals						
413408	Transportation Systems Mgmt (Signals)	734,181	696,000	746,000	(38,181)	-7.2%
Total Division #4000 Planning & Engineering Services		8,132,060	9,542,500	9,592,500	1,410,440	-0.5%

Appendix 2 (cont'd)

Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
	********** PROJECT TOTAL **********				
Entity #01 St. Albert					
Division #4500 Infrastructure Services					
Cost Centre #4110 Garage Operations					
413801 PW Mobile Equipment Replacement Plan	857,973	603,000	866,800	(254,973)	-43.7%
Cost Centre #4165 Street Signs					
413807 PW Subdivision Signage & Amenities	30,335	46,900	46,900	16,565	0.0%
Cost Centre #4600 Transit Administration					
413809 LRT Functional Study	113,429	250,000	250,000	136,571	0.0%
Cost Centre #6210 St. Albert Place					
413804 PW - St. Albert Place	204,739	255,000	255,000	50,261	0.0%
Total Division #4500 Infrastructure Services	1,206,476	1,154,900	1,418,700	(51,576)	-22.8%
Division #5500 Economic Development					
Cost Centre #2100 Business Development					
413602 Wayfinding Signage Implementation	662	455,000	455,000	454,338	0.0%
Total Division #5500 Economic Development	662	455,000	455,000	454,338	0.0%
2013 Total Entity #01 St. Albert	**10,734,263**	**13,259,500**	**13,513,300**	**2,525,237**	**-1.9%**
2012 & Prior Year Municipal Projects					
Division #1000 Council					
Cost Centre #1010 Council					
412101 Train Whistle Cessation (McKenney & Ray C	96,101	150,000	150,000	53,899	0.0%
412102 Mountain Bike Skills Park	4,864	175,000	175,000	170,136	0.0%
412103 White Spruce Forest	13,488	25,000	25,000	11,512	0.0%
412105 Heritage Lake Enhancement	30,318	32,000	30,300	1,682	5.3%
412106 Entrance Landscaping Beautification	404,166	500,000	500,000	95,834	0.0%
Total Division #1000 Council	548,937	882,000	880,300	333,063	0.2%
Division #2300 Corporate Strategic Services					
Cost Centre #2240 Corporate Communications and Design					
412504 Webstreaming East Board Room (SCF)	37,000	37,000	37,000	0	0.0%
Cost Centre #2315 Corporate GIS					
40940C-11 Corporate GIS Foundation Items	3,687	32,000	32,000	28,313	0.0%
Cost Centre #5400 Information Services					
412501 Office Systems Replacement Plan	450,293	652,100	652,100	201,807	0.0%
40548C IT Strategic Plan	851,612	910,000	910,000	58,388	0.0%
Total Division #2300 Corporate Strategic Services	1,342,591	1,631,100	1,631,100	288,509	0.0%
Division #3000 Community & Protective Services					
Cost Centre #3150 Community Recreation Programs					
40958A Founders Walk (150th Anniversary)	1,263,960	1,300,000	1,269,000	36,040	2.4%
Cost Centre #3170 Parks & Naturalization					
41131A Mountain Bike Skills Park - Design	3,580	25,000	25,000	21,420	0.0%
41022A-11 Dog Park	91,292	100,000	100,000	8,708	0.0%
40982A Northridge Park Development Phase 1/Phase	572,632	750,000	750,000	177,368	0.0%
Total Division #3000 Community & Protective Services	1,931,465	2,175,000	2,144,000	243,535	1.4%

Appendix 2 (cont'd)

Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
	********** PROJECT TOTAL **********				
Entity #01 St. Albert					
Division #4000 Planning & Engineering Services					
Cost Centre #4025 Roadway Services - Contracts					
412406 Local Reconstruct Program	1,291,926	1,300,000	1,300,000	8,074	0.0%
412415 Veness Road Upgrade (142 St)	3,413,892	3,500,000	3,470,000	86,108	0.9%
Total Division #4000 Planning & Engineering Services	4,705,818	4,800,000	4,770,000	94,182	0.6%
Division #4500 Infrastructure Services					
Cost Centre #4100 Public Works Administration					
40802C-1 Office Systems (Hansen Software)	112,254	226,000	226,000	113,746	0.0%
Cost Centre #4130 Roadway Services					
41119A Bridge Rehabilitation	541,114	600,000	600,000	58,886	0.0%
41184 Ray Gibbon Drive Stage 3A - Construction	12,694,756	14,500,000	14,500,000	1,805,244	0.0%
41020A Anthony Henday Drive Connectors (BCF)	10,790,042	11,000,000	11,000,000	209,958	0.0%
40970A St. Albert Trail Urbanization Study	70,425	150,000	150,000	79,575	0.0%
Cost Centre #4225 Playfields & Playgrounds					
41126A Sportfield Refurbishment Program	104,394	100,000	100,000	(4,394)	0.0%
Cost Centre #4600 Transit Administration					
412420 Campbell Road Park & Ride	62,487	30,000,000	30,000,000	29,937,513	0.0%
Cost Centre #4610 Transit System Operations					
40954C Drive Camera (Incident Video)	104,760	105,000	105,000	240	0.0%
Cost Centre #4750 Other Civic Buildings					
41132B City Building Rehabilitation	56,250	100,000	100,000	43,750	0.0%
Total Division #4500 Infrastructure Services	24,536,481	56,781,000	56,781,000	32,244,519	0.0%
Division #5500 Economic Development					
Cost Centre #2100 Business Development					
40952C Downtown Signage	43,218	125,000	125,000	81,782	0.0%
Total Division #5500 Economic Development	43,218	125,000	125,000	81,782	0.0%
Division #6500 Common & Fiscal					
Cost Centre #6010 General Corporate					
412108 Civic Space Capacity Initiative	133,541	490,000	490,000	356,459	0.0%
Total Division #6500 Common & Fiscal	133,541	490,000	490,000	356,459	0.0%
2012 & Prior Year Total Entity #01 St. Albert	**33,242,050**	**66,884,100**	**66,821,400**	**33,642,050**	**0.1%**
2014 Municipal Projects	7,126,505	25,841,700	25,327,400	18,715,195	2.0%
2013 Municipal Projects	10,734,263	13,259,500	13,513,300	2,525,237	-1.9%
2012 & Prior Year Municipal Projects	33,242,050	66,884,100	66,821,400	33,642,050	0.1%
Total Entity #01 St. Albert	**51,102,819**	**105,985,300**	**105,662,100**	**54,882,481**	**0.3%**

Appendix 2 (cont'd)

Project Description		Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
		********** PROJECT TOTAL **********				
Entity #02 Utilities						
2014 Utility Projects						
Division #7000 Water						
Cost Centre #7100 Water Administration						
414203	Update Water Meter Technology	0	100,000	100,000	100,000	0.0%
Cost Centre #7130 Water Distribution						
414430	Water Network Level of Service	0	578,000	578,000	578,000	0.0%
414431	Oakmont Pump House Upgrades	5,000	500,000	500,000	495,000	0.0%
414432	OSL 5% Contribution	170,000	170,000	170,000	0	0.0%
414835	Water System Infrastructure Rehab	127,677	410,000	410,000	282,323	0.0%
Total Division #7000 Water		302,677	1,758,000	1,758,000	1,455,323	0.0%
Division #8000 Wastewater						
Cost Centre #8110 Wastewater Lift System						
414442	Wastewater Lift Station Rehabilitation	1,191,170	3,570,000	3,570,000	2,378,830	0.0%
414445	Wastewater Rehabilitation Program	79,020	221,000	221,000	141,980	0.0%
Cost Centre #8130 Wastewater Collection						
414440	Wastewater Collection System Redesign & E	0	2,200,000	2,200,000	2,200,000	0.0%
414441	Wastewater Main Replacement	5,000	1,454,000	1,454,000	1,449,000	0.0%
414846	Wastewater Household Service Replacemer	82,851	200,000	200,000	117,149	0.0%
Total Division #8000 Wastewater		1,358,042	7,645,000	7,645,000	6,286,958	0.0%
Division #8600 Storm						
Cost Centre #8700 Storm Operations						
414450	Lacombe Park Bank Repairs	57,130	800,000	800,000	742,870	0.0%
414451	South Campbell Stormwater Management Fa	50,000	6,200,000	6,200,000	6,150,000	0.0%
414452	Sedimentation and Erosion Control Plan	0	2,000,000	2,000,000	2,000,000	0.0%
414453	Oakmont Swale Reconstruction	49,242	2,500,000	2,500,000	2,450,758	0.0%
Total Division #8600 Storm		156,372	11,500,000	11,500,000	11,343,628	0.0%
Division #9000 Solid Waste Management						
Cost Centre #9100 Solid Waste Management Collection & Disposal						
414865	Recycle Yard Upgrades	0	25,000	25,000	25,000	0.0%
414866	Waste Screening Implementation Program	0	10,000	10,000	10,000	0.0%
Cost Centre #9120 Composting						
414867	Waste & Organic Cart Additions/Replacemer	0	20,000	20,000	20,000	0.0%
Total Division #9000 Solid Waste Management		0	55,000	55,000	55,000	0.0%
	2014 Total Entity #02 Utilities	**1,817,091**	**20,958,000**	**20,958,000**	**19,140,909**	**0.0%**

Appendix 2 (cont'd)

Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
Entity #02 Utilities					
2013 Utility Projects					
Division #7000 Water					
Cost Centre #7130 Water Distribution					
413414 Water Network Level of Service	0	551,000	551,000	551,000	0.0%
413415 Utility Master Plan (Water)	157,999	158,000	158,000	1	0.0%
413416 Oversized Pools - Water Mains	0	199,300	199,300	199,300	0.0%
413417 East Water Supply Main (Phase 2)	4,573,655	5,500,000	5,500,000	926,345	0.0%
413418 Oakmont Water Supply Line	984,704	4,900,000	4,900,000	3,915,296	0.0%
413419 Oakmont Pumphouse Upgrades	34,260	75,000	75,000	40,740	0.0%
Total Division #7000 Water	5,750,619	11,383,300	11,383,300	5,632,681	0.0%
Division #8000 Wastewater					
Cost Centre #8130 Wastewater Collection					
413420 Wastewater Collection System Level of Ser	96,981	276,000	276,000	179,019	0.0%
413421 Utility Master Plan (Wastewater)	157,999	158,000	158,000	1	0.0%
413422 North Trunk Development Phase 1	0	2,461,400	2,461,400	2,461,400	0.0%
413813 Wastewater Main Replacement	2,228	528,000	528,000	525,773	0.0%
Total Division #8000 Wastewater	257,208	3,423,400	3,423,400	3,166,192	0.0%
Division #8600 Storm					
Cost Centre #8700 Storm Operations					
413423 Storm Water Infrastructure Rehabilitation	216,593	1,050,000	1,050,000	833,407	0.0%
413424 Storm Water Management Level of Service F	153,384	1,680,000	1,680,000	1,526,616	0.0%
413425 Utility Master Plan (Stormwater)	157,999	158,000	158,000	1	0.0%
413426 South Campbell Storm Water Management Fa	57,114	950,000	950,000	892,886	0.0%
413427 Sedimentation and Erosion Control Plan	0	200,000	200,000	200,000	0.0%
Total Division #8600 Storm	585,090	4,038,000	4,038,000	3,452,910	0.0%
2013 Total Entity #02 Utilities	**6,592,917**	**18,844,700**	**18,844,700**	**12,251,783**	**0.0%**

Appendix 2 (cont'd)

Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-A)	% Variance
Entity #02 Utilities					
2012 & Prior Year Utility Projects					
Division #7000 Water					
Cost Centre #7100 Water Administration					
412706 My City Application (Tempest Software)	39,671	50,000	50,000	10,330	0.0%
Cost Centre #7130 Water Distribution					
412703 Water Network Level of Service	181,215	525,000	525,000	343,785	0.0%
412704 Water Main Oversizing	0	193,400	193,400	193,400	0.0%
40935A Oakmont Distribution Water Main Phase 1	219,999	220,000	220,000	1	0.0%
Total Division #7000 Water	440,885	988,400	988,400	547,515	0.0%
Division #8000 Wastewater					
Cost Centre #8100 Wastewater Administration					
412710 Wastewater Collection System Level of Ser	1,914,910	2,000,000	2,000,000	85,090	0.0%
Cost Centre #8110 Wastewater Lift System					
412711 Wastewater Lift Station Rehabilitation	271,615	250,000	250,000	(21,615)	0.0%
Cost Centre #8130 Wastewater Collection					
412709 Wastewater Main Replacement	500,962	502,000	502,000	1,038	0.0%
412716 North Development Trunk Phase 1	2,250,284	2,403,000	2,403,000	152,716	0.0%
Total Division #8000 Wastewater	4,937,771	5,155,000	5,155,000	217,229	0.0%
Division #8600 Storm					
Cost Centre #8700 Storm Operations					
412712 Stormwater Infrastructure Rehabilitation	810,227	1,000,000	1,000,000	189,773	0.0%
412714 Sedimentation and Erosion Control Plan	1,947,794	2,560,000	2,560,000	612,206	0.0%
41148A Havenwood Pond Reconstruction	817,660	900,000	900,000	82,340	0.0%
41151A Riel Wetland Stormwater Outlet Improvement	753	500,000	500,000	499,247	0.0%
Total Division #8600 Storm	3,576,433	4,960,000	4,960,000	1,383,567	0.0%
Division #9000 Solid Waste Management					
Cost Centre #9100 Solid Waste Management Collection & Disposal					
412715 Riel Park Redevelopment Phase 3 & 4	5,106,304	7,505,000	7,505,000	2,398,696	0.0%
Total Division #9000 Solid Waste Management	5,106,304	7,505,000	7,505,000	2,398,696	0.0%
2012 & Prior Year Total Entity #02 Utilities	**14,061,392**	**18,608,400**	**18,608,400**	**4,547,008**	**0.0%**
2014 Municipal Projects	1,817,091	20,958,000	20,958,000	19,140,909	0.0%
2013 Municipal Projects	6,592,917	18,844,700	18,844,700	12,251,783	0.0%
2012 & Prior Year Municipal Projects	14,061,392	18,608,400	18,608,400	4,547,008	0.0%
Total Entity #02 Utilities	**22,471,400**	**58,411,100**	**58,411,100**	**35,939,700**	**0.0%**

For More Information:

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